

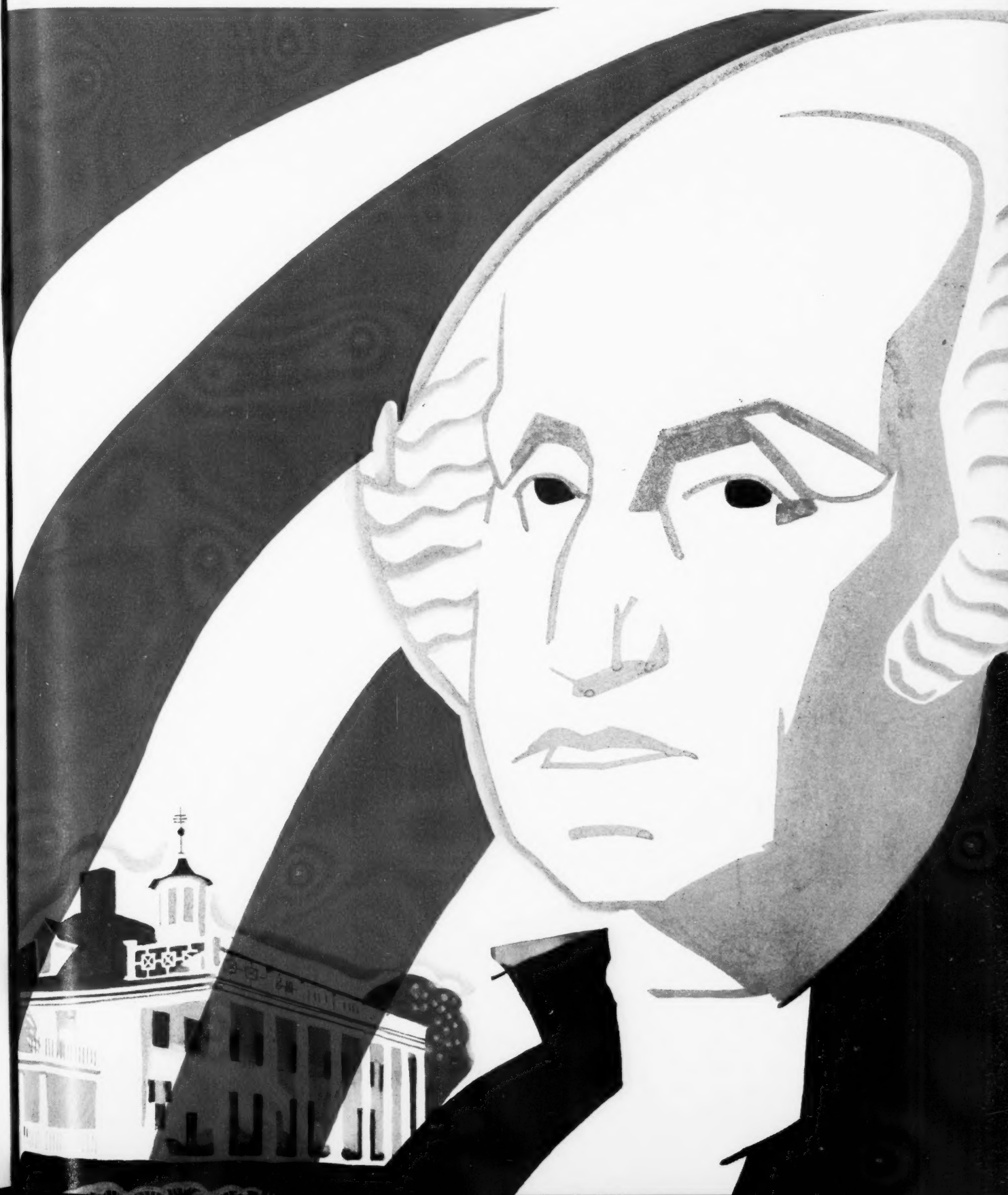
# Sales Management

AND ADVERTISERS' WEEKLY

FEB 26 1929

TWENTY CENTS

FEBRUARY 23, 1929



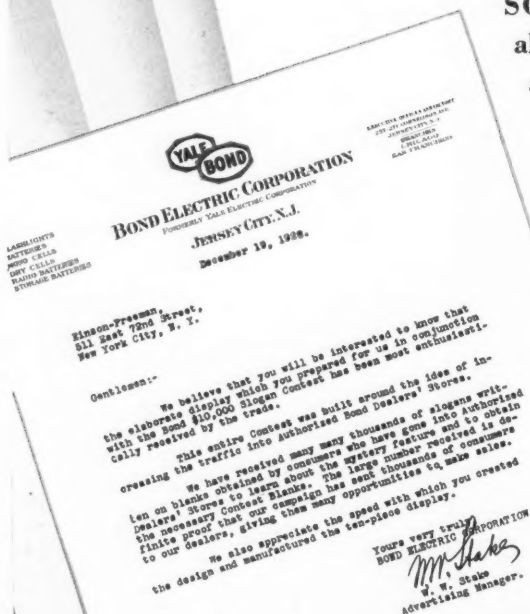
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# Sales Management

AND ADVERTISERS' WEEKLY

Publication Office:  
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Your name and title on your letterhead will bring a Listo free, with your name imprinted thereon. Address Dept. B.

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Alameda, California

"FAVORITE OF A MILLION USERS"



## When the Postman Whistles

the real steam in the turbine . .

*Editor, SALES MANAGEMENT:* "This Trail-the-Prospect System Built Champion Salesmen," in the issue of SALES MANAGEMENT for January 26. Whew! And a steam shovel built the Panama Canal! A pen wrote the Declaration of Independence! A printing press saddled Prohibition (if any) on us!

Not by a long shot, Mr. Editor! How about Arthur F. Folts, sales manager of the Lamping Motor Company of Seattle, Washington (whom I haven't the pleasure of knowing)? Believe you me, if Mr. Justin M. Itation tries the same method for winning the next sales contest of the Intricate Eight, he stands a good chance of acquiring the booby prize—and it won't be the "system's" fault, either.

Let's dodge the bottomless pitfall which production engineers fell into years ago and remember, first, last and all the time, that it's the man, not the method, that succeeds.

Methods help, of course. But the sales manager with the ingenuity and the perseverance to work the methods is the real steam in the turbine.

Certainly we all know it.

But let's don't forget it!—*Lincoln Lothrop, secretary, Bigelow, Kent, Willard & Company, Inc., Park Square Building, Boston, Massachusetts.*

seeking November 10 issue . . .

*Editor, SALES MANAGEMENT:* We note that the issue of SALES MANAGEMENT for November 10 is out of print. We are very anxious to have our files complete and are asking that you appeal to any reader who might supply us with the missing copy.—*C. L. Cannon, chief of acquisition division, New York Public Library, 476 Fifth Avenue, New York, New York.*

a splendid one . . .

*Editor, SALES MANAGEMENT:* Your feature article on "Is The South Setting the Pace?" in SALES MANAGEMENT for January 26 was certainly a very splendid one.—*O. A. Sharpless, general manager, W. R. C. Smith Publishing Company, Grant Building, Atlanta, Georgia.*

interesting to executives . . .

*Editor, SALES MANAGEMENT:* The January 26 issue of SALES MANAGEMENT has just been received, and I want to take this occasion to compliment you on its excellent qualities. You have presented a picture of the South which should be extremely interesting to executives who wish to make advertising appropriations for this section.—*C. C. Carr, vice-president, general manager, St. Petersburg Times, St. Petersburg, Florida.*

more congratulations . . .

*Editor, SALES MANAGEMENT:* I have read the January 26 issue of SALES MANAGEMENT with great interest and congratulate you upon the excellent manner in which the subjects have been covered.—*J. T. Monroe, Southern Pacific Lines in Texas and Louisiana.*

the wholesale lumberman . . .

*Editor SALES MANAGEMENT:* The editorial, "What Do the Wholesalers Want," published in SALES MANAGEMENT for November 24 brings forth this comment:

If wholesalers in other lines have no constructive plan, the lumber wholesaler has. The shortest term to define the lumber wholesaler's problem is "over-lapping in lumber distribution practices." The lumber wholesaler in the past few years has frequently asked himself if he is keeping pace with changing conditions. The question has been raised whether the wholesaler can distribute more efficiently and more economically than others. However, in the lumber industry, the wholesaler is recognized as a specialist in his line—that of distribution.

Geographical location of sources and consuming markets make a certain amount of criss-crossing competition unavoidable. The bulk of the lumber business can be more expeditiously and economically handled by direct car shipments from mill to retailer or large industrial consumer.

Increasing unreasonably the number of competitors in any one market tends to price demoralization. Generally

(Continued on page 465)



# Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SEVENTEEN, NUMBER EIGHT

NEW YORK, N. Y., FEBRUARY 23, 1929

## Why Every National Cash Man Must Learn a Standard Sales Talk

As told to J. F. Kerwin

BY G. E. IRVING

*Director, Sales Education, The National Cash Register Company, Dayton, Ohio*

**A**S a result of thorough study and field tests made throughout the country, the National Cash Register Company has decided that every member of its selling force must know its Standard Approach and Demonstration.

Nearly half a century ago John H. Patterson, founder of our business, introduced what was probably the first "canned" sales talk. He visited fifty-one sales agencies in fifty days, had a stenographer take down the sales talks and from all the material had a primer prepared. He then required all National Cash Register salesmen to memorize this primer. He was also the pioneer in holding sales schools.

The sales school has always been a big factor in the training of our sales force and our management is thoroughly sold on the importance of the standardized sales talk. Let me say we do not expect our salesmen to get orders by going about and making verbatim approaches and demonstrations. The approach and demonstration must be memorized and we check to see that it is, but the salesman's selling sense governs his application of the material to fit the particular needs of each interview. The average salesman, like the average golfer, does not follow through; he permits the

prospect to get him "off the line." Our standardized presentation saves time by anticipating objections and aids the salesman in dominating the interview.

Of course, the vital consideration in selling any sales organization on a standardized presentation is that it must be sound and strictly practical.

We of the sales education division, as well as our sales executives, spend a great deal of time out in the field, working with salesmen and observing their methods where we have ample opportunity to observe why some salesmen are successful while others working under the same circumstances are unsuccessful.

We find that when results are not

what they should be some salesmen are likely to account for them as being due to business conditions. We know that there are some conditions which have a bearing on business which the salesman is powerless to control. But there are other conditions which the salesman can control. These have to do with his working methods.

We can point to numberless salesmen who have blamed their failures on conditions, whose successors, under the same conditions, have put the same territories on a profitable basis. This proves that results are not entirely dependent upon business conditions, but are largely due to working methods.

Other salesmen account for poor showings as being due to the size of their territories. Our records show case after case of salesmen working a limited number of merchants who have secured a bigger percentage of quota than their neighbors working the same kind of territory and operat-

Will a standard presentation outsell an impromptu sales talk? The National Cash Register Company has proved to its own satisfaction that its ideas about selling its product, gathered from long experience, and carefully organized, are better than the scattered ideas of 3,000 salesmen. Sales in 1928, estimated at more than fifty million dollars—three million ahead of 1927—seem to justify this belief.

ing a considerably larger number of merchants. We therefore know that results are not entirely dependent upon how many merchants a salesman has, but that they are due in large measure to the number of merchants they are actually working and the method used in working them.

In our business salesmen are engaged to render service by doing primarily three things: (1) Approach merchants; (2) Demonstrate cash registers; (3) Close sales. About all this company asks its salesmen to do is to learn and perfect our approach and demonstration, and to use them consistently, day in and day out, in working their territories and in closing sales.

Merchants, customers, merchandise and money are much the same throughout the country. Likewise, the need for our product in all territories is much the same throughout the country. However, there is a big difference in working methods.

### Label-Pasting Salesmen

For example, there is what we call the label-pasting salesman; one who goes about his territory deciding from the sidewalk or from the seat of his automobile which merchants will and which will not buy. Most of them, in his estimation, will not buy. Figuratively speaking, he is pasting "N. G." labels on their doors. There is no question that the mental expression, "This bird can't be sold—no use trying him," loses thousands of orders and costs salesmen hundreds of thousands of dollars in commissions.

The label-pasting salesman passes up untold numbers of live prospects and he passes them up for just one reason—lack of confidence. He is afraid to meet sales resistance because he realizes, whether or not he will admit as much even to himself, that he is not prepared to overcome it. He has no organized plan for presenting our product. In other words, he does not know what to say when he does go into the store. He lacks a proper approach.

There are others who spend most of their time hunting new stores. A new store usually offers very little sales resistance because the merchant is already convinced that he should have some kind of a cash register. Such salesmen waste time in running around in search of new stores instead of approaching established merchants, simply because the salesmen have no organized plan for presenting our proposition.

Some salesmen concentrate almost exclusively on smaller stores, because they realize their inability to match

wits with the average larger merchant. They do not know their business as well as he knows his. They are not armed with a good approach, and they know it.

Then there is the catch-as-catch-can salesman, the one who boasts that he can make up a suitable approach the moment he sees the prospect. He thinks he should have a different approach for every prospect. He admits that a planned approach is doubtless a great aid to a new salesman, but of course it's different with "us old hands at the game." He has ability, a lot of nerve, and he manages to get along; but his haphazard approach costs him many a turndown which could be avoided if he had a business-like way of presenting his proposition.

### Can Manufacturers Sell the Chains and Retain Jobber Cooperation?

This is the vital question discussed in next week's Sales Management by a man who is one of the leading figures in the hardware field, C. J. Whipple, president, Hibbard, Spencer, Bartlett & Company, of Chicago.

Mr. Whipple is not a "swivel chair" president; he is the type of executive who is often in the field, studying distribution problems at first hand, and exchanging ideas and plans with the manufacturers whose goods he handles. Every manufacturer whose goods are distributed through jobbing channels will find his article important and helpful.

There is also what we term the personality salesman. This type of salesman has many natural advantages over other salesmen. He is a good mixer and while his ability makes it easy for him to obtain interviews, it is difficult for him to get the merchant to take him seriously.

Such a salesman often depends too much upon his friendship to get business. Many times the merchant will use this friendship as a means of preventing the salesman from talking business. This salesman thinks that a planned approach will take away his personality.

Personality is one of the important qualifications of a salesman. If this

salesman knew what he was going to say before he came into the presence of the merchant, and would combine with his personality a business-like approach, he would become a real producer.

Another type is the one who substitutes volume for logic. This salesman is never at a loss for something to say, but his handicap is that he substitutes volume for logic.

Presenting our proposition does not call for loud talking, and the use of slang and profanity are signs of weakness. Enthusiasm is important and necessary, but enthusiasm does not require loud talking.

Instead of depending upon loud and long talk, this salesman should be prepared with a well-thought-out plan for putting his proposition up to the merchant. His work would then result in getting more merchants interested in our proposition.

The above are all examples of the same failing—that of not having something definite and to the point to say in approaching the prospect.

The purpose of the approach is to pave the way for the demonstration. The right kind of demonstration leads to orders—the wrong kind loses business. The demonstration is the salesman's opportunity to make the most of his approach and all the preliminary work he has done in getting the merchant in front of the register. The sale then depends entirely upon the kind of demonstration he makes.

### Standard Demonstration

There is need of knowing and using our standard demonstration just as there is need of knowing and using our standard approach, and for the same reasons. Too many salesmen are losing business because they cannot give a proper demonstration.

For example, there is the small register demonstrator. This salesman feels perfectly at home with a small register because he knows how to demonstrate it. As a result he sells small registers to merchants who need and should have more complete systems. By not using a standardized method of demonstrating, this salesman is handicapping his earnings and progress. Over 500 distinct styles and sizes of registers and accounting machines enable us properly to equip any business where money is handled or records are kept. Our line assures fitting the machine to the business, rather than trying to fit the business to the machine.

Another type is the mechanical demonstrator. This salesman is a hard worker and makes many demonstrations, but he confines his demonstra-





The label-pasting salesman—the chap who decides from the sidewalk or from his automobile which merchants will and which will not buy—loses hundreds of sales all because of a lack of confidence. This is one situation the standard approach and presentation are designed to meet.

tion to the mechanical features. He tells about the features of the register and what these features will do for the merchant and then he wonders why he does not get more orders.

His trouble is that he does not talk losses and he fails to prove how the register features will overcome the losses due to weaknesses in the merchant's system. He does not know how to make a comparative demonstration.

Then there is the imaginary demonstrator. Imaginary demonstrations from catalogs and pictures usually result in "imaginary orders" or in sales of small registers where more improved systems are really needed.

A catalog demonstration usually leads into a price argument. Selling from pictures often causes misunderstandings, because the merchant does not see exactly what he is buying. As a result the catalog salesman loses.

Nothing can take the place of a proper demonstration of the article itself and the salesman who has not learned how to make a thorough comparative demonstration will not get far in our business.

We have been selling our products for nearly half a century and we have the benefit of the experiences of thousands of successful salesmen. From all this we have formulated some very definite ideas about selling our product.

We know that in canvassing nine out of ten merchants are going to say something to the effect that they are not interested in our proposition. It is a recognized fundamental law of human nature to oppose anything we do not understand. This is the reason the merchant opposes us when we approach him. He does not understand what an up-to-date cash register will do for him. If the merchant would

give all salesmen who go into his store all the time they want, he would have very little time left to look after his business.

We know that the average merchant has a standard turndown ready for salesmen who visit him and he is not backward in using it. Should we not, therefore, be prepared to meet this standardized sales resistance with a standardized method of approach?

We know from experience that our standard approach will guide every selling man in our business successfully to interest more merchants in our product. It will furnish him with a definite plan for presenting our proposition so that he will know exactly what he is going to say and do after he gets into the store. It removes fear and provides all the confidence necessary to go into every store. It makes canvassing easier and more effective. Likewise, experience has proved to us that our standard demonstration provides the most convincing and effective method of showing our product to prospective purchasers.

### Logic and Personality

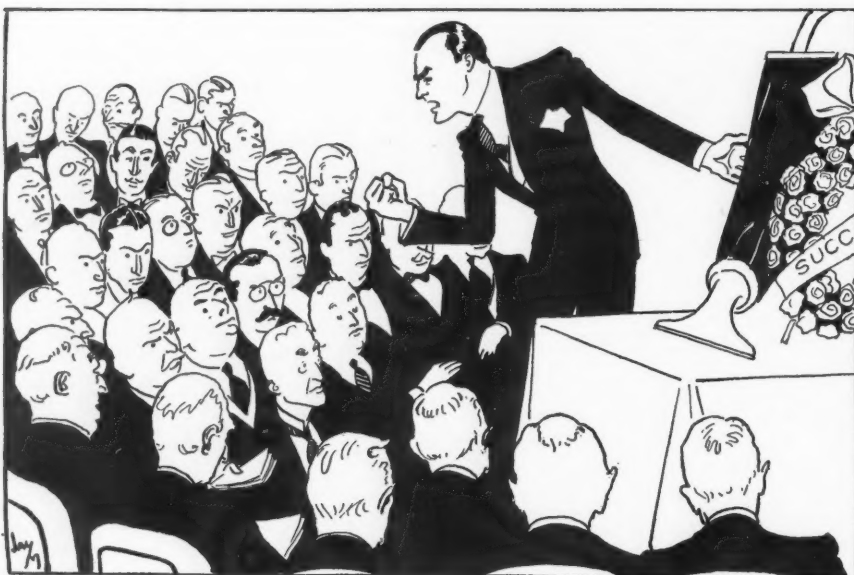
We know also that in order to make a successful approach and an order-getting demonstration, it is necessary to use logic and personality. Our standard approach and demonstration furnish the logic; the salesman must provide the personality.

We fully realize that the recitation of a set of words in "parrot style" is not selling and will not sell. By first learning our approach and demonstration word for word, the salesman has a logical basis for presenting our proposition in such a way as to fit the particular needs of each prospect. After it is thoroughly fixed in mind, the salesman must then apply his own personality to each approach and each demonstration.

The principal excuse offered by salesmen for not wanting to learn it is that it stifles personality. We insist that, on the contrary, it develops the salesman's personality. When we went to school we learned the multiplication tables in their entirety, but now when we want to know how much six times eight is we do not have to run through the entire table; we know instantly that it is forty-eight. On the same principle, by knowing this composite approach and demonstration the salesman is fortified with a sound and complete presentation. If he is a real salesman his selling sense will tell him how much or how little of it he should use in each particular case; also the order of presentation. We have in the neigh-

(Continued on page 463)





"The general sales manager interviewed each applicant personally and selected a likely looking group of them. Then he gathered them together in the local retail branch, gave them just one day of training and sent them out to sell the next day."

THE depression of 1920 was in progress and jobbers who held exclusive distribution rights in their territories and who had contracted to take a specified number of units that year were treating those contracts like the proverbial scraps of paper. Sales tumbled from 13,000 units in August to 1,000 units in October. The manufacturer owed the banks three-quarters of a million dollars, sources of supply were insisting on payment of materials already bought and used, overhead was piling up and there was no business in sight.

There was an executive conference. Numerous executive conferences. Desperate expedients were suggested and rejected. There seemed to be no way out.

Then the general sales manager reverted to type. He didn't use these exact words, but what he did say was to the same effect: "By gosh, we'll sell our product direct!"

The next day display advertisements for district managers to sell a specialty appeared in the newspapers. Many good men were out of employment at the time, so there were plenty of applicants. The general sales manager interviewed them personally and selected a likely looking group of them. Then he gathered them together in the local retail branch, gave them just one day of training, and sent them out to sell the next day. For two weeks these student district managers sold direct during the day and were coached by the general sales manager in the evening, then they scattered to all

parts of the country and opened district sales offices.

That was the inception of the present sales organization of the Eureka Vacuum Cleaner Company, an organization that now embraces thirty divisions and some 450 districts and sells approximately one-third of all the electric cleaners sold in America.

"That was a mighty trying experience, but it proved to be a blessing in disguise," A. L. McCarthy, vice-president and general sales manager, said. "If it hadn't been for that we might still be trying to market a few thousand cleaners a year through a jobber organization. As it was, we were forced to go out and sell direct and now we sell as many units in a day as all the jobbers together sold during the fall months of 1920."

Mr. McCarthy didn't say so himself, but those who know the circumstances realize that Eureka's salvation at that time was due to having a sales manager who knew, from practical experience, every single detail of selling the product and how to teach others to sell it. That was why he was prepared to meet the emergency with the only likely suggestion; why he could exclaim emphatically that they would go out and sell their product direct, and why he was able to whip the nucleus of a sales organization together in two weeks' time.

Take a later example. Just a couple of months ago Eureka was trying to line up a big western department store. That store is two thousand miles or so from the home office, but McCarthy

# On-the-

BY  
D. G. BAIRD

was there. He knew it was going to be a tough job and he is usually somewhere around when there's a tough job to be done. He took the local division manager and the wholesale manager with him and went in to close that big deal. He found it even tougher than he had expected. Every objection that could be raised was raised and just as promptly met. The deal was closed.

But McCarthy was not through. When it was all over he sat down with the division manager and the wholesale manager, who had witnessed the demonstration, and went over the whole transaction with them, step by step.

It is not enough for the sales manager to be able to swing the big deals; it is even more important that he be able to teach others how he swings them.

That is one of the principal reasons for the unquestionable success which Mr. McCarthy has achieved.

## Why He Succeeded

"I think that such success as I have made has been due to three or four things," he said. "First, I would place my personal experience and training. I had plenty of experience as a specialty salesman. I never ask any salesman or sales executive to do something I haven't done myself. I know their problems intimately. I know their strength and their weakness, because I have been through just what they are going through. I still do a great deal of selling, although I now take a hand only in the big deals, as a rule. Our sales organization, which I believe is one of the best in the country and the best in the electric cleaner industry, has grown up under my direction, and I have necessarily gained considerable experience in teaching others. Now I never miss an opportunity to analyze a sale point by point with our executives or salesmen.

"The second point I would say is that of selecting the men who will likely stick and succeed in this business. It is difficult to explain just how we select men, but there is one point which I can make very clear and emphatic. That is, we don't em-

# Job McCarthy

A story of the man who trained and built the Eureka Vacuum sales organization.

ploy men who have made a big success elsewhere.

"This applies to sales executives especially—we don't hire the commission salesmen here ourselves. But in a rapidly growing organization such as this it is necessary to employ many sales executives or men who are expected to develop into executives after a bit of practical work in the field.

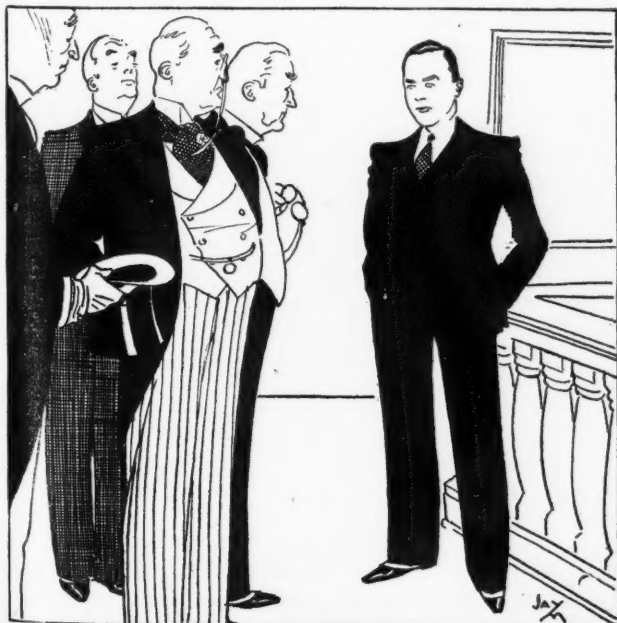
"We have hired several men who had big reputations and who had drawn big salaries and with but few exceptions such men have been flat failures with us.

"We don't want the salesman who once earned \$10,000 or more in one year, either. He never gets over it. If he averaged only \$2,000 a year for ten years, but actually made \$10,000 one year, he always rates himself as a \$10,000 man thereafter.

"We prefer to take a man of native ability and a desire to work and learn, who has been earning from \$200 to \$400 a month. We can develop such a man to the point where this will be the best job he ever had and he will appreciate it as such.

"The third thing I would name is the attitude toward the men. I am

vice-president of the company and there probably are only a few men in the sales organization who knew me before I was made vice-president and general sales manager, but I'm just 'Mac' to them all. I'm one of them. I know all the field executives and many of the older salesmen by their



"Young Mac's first experience in selling was gained when he pushed a handcart around and sold bakery products to grocers and hotels."

"We don't want the man who once earned \$10,000. He never gets over it. If he averaged only \$2,000 a year for ten years, but actually made \$10,000 one year, he always rates himself as a \$10,000 man thereafter."



A. L. McCarthy

first names and I don't high-hat any of them. They don't respect me any the less, I'm sure, and I believe they find more satisfaction in working with me.

"I used to be a pretty hard driver, I suppose. When someone did a dumb trick I was prone to censure him severely, and the next time he did a dumb trick there was no mercy.

"I've come to the conclusion that raising Cain is worse than useless. Constant censure of a dull subordinate is not going to make him any brighter. A word of encouragement and kindly direction will do more good than an hour's lashing. Then if that isn't sufficient, it is very likely that I made a mistake in employing the man. It isn't his fault that he is unable to grasp the facts quickly, but mine for selecting poor material in the first place.

"I seldom ever send a man a letter of severe criticism. If one must be criticized, I undertake to do it personally. Then I try to talk with him as man to man and give him an opportunity to state his version of the matter.

"Finally, I think a sales manager should have some ideas of his own and should have the courage to express them. If there is anything I hate, it's a 'yes-man.' I'd rather one would argue with me than to 'yes' me all the time. For my part, I've always had ideas of my own, whether or not they were any good, and I've always had the courage to express them. When necessary, I've fought

(Continued on page 457)



# YES! Do Premiums

BY RUEL

**You can't tell it from FINE LINEN—yet a Damp Cloth cleans it**



**3 LUZIANNE COUPONS and \$1.98**

**Brings You This Full Size Fairy Damask Cleanable Table Cloth**

Look at the photograph of the beautiful Fairy Damask Table Cloth shown above. It seems to be of the finest linen. You can't tell it from fine linen, yet if you should spill something on it, all you would have to do would be to take a damp cloth to clean it perfectly.

Fairy Damask is a new fabric just perfected by one of the largest and most famous companies in the world—DU PONT.

There has never been anything like it before. Just think—a table cloth that looks like the most expensive Irish Linen—that is beautifully maintained all around—that has a flannel back to protect the fine finish of your table—and that never needs to be laundered.

When we saw this table cloth, we made up our minds that we were going to do our utmost to make it possible for our friends and customers to obtain these beautiful table cloths at the manufacturers' price.

We have accomplished what we set out to do. We were able to buy 11 thousand of these table cloths direct from Du Pont. We are offering them to our customers at our cost. When these table cloths are sold in the department stores we understand the price is to be \$4.50 but even at that price they are hard to get as they are just being put on the market.

Wm. B. Reily & Co., Inc., Shippers of Luzianne Coffee, believe in doing everything they can for their customers. Through our big buying power we are able to save you more than half of what you would otherwise pay for this Fairy Damask Table Cloth. We are glad to be able to do it. We want sure of Luzianne Coffee to be our friends as well as our customers and you can depend upon it we will always do everything we can to warrant your friendship.

**LUZIANNE COFFEE**

*Wm. B. Reily & Co. Inc.*

**LUZIANNE COFFEE**  
100% Good

640 MAGAZINE ST. NEW ORLEANS

"Our sales have increased 533 per cent in five years largely because of our premium selling plan," declares Emory Graves, treasurer and sales manager, Wm. B. Reily & Company. Their sales policies are an interesting contrast to those of a similar concern in the same city.

Orders for Luzianne coffee now average 208 pounds instead of 24, 36 or 48, largely because of a close tie-up between customer appeal and sales work with dealers.

consumer who has not tried our coffee on the idea of the premium than on the coffee itself.

"The way we look at it, the main thing to do to get a new customer is to get her to try the coffee. We know from experience that it is easier to influence a dealer to stock a coffee which he has not stocked before, or a housewife to buy a coffee that she has not previously used, if there is some special inducement to such a trial, than if we simply offer the merchandise as is."

Wm. B. Reily & Company, Inc., has been in business thirty years. For twenty years it has been using coupons and premiums in the promotion of sales. During the past five years its business has increased 533 per cent. During the past five years the firm has used premiums more extensively than ever before.

"Without a doubt coupons and premiums were the biggest factor in bringing about this increase," declares Mr. Graves.

"We sell a brand of coffee that contains chicory," he explains further. "New Orleans, famous for its coffee, favors chicoried coffee. That is what gives it the blend which people grow to like so well. That is why the average visitor doesn't like his first cup of typical New Orleans coffee; and it is why after about the third cup he begins to praise it and after the first few days of drinking it he demands it.

"But away from the immediate section of New Orleans, mention chicory and a lot of people won't have anything of it. They think they don't like it. Yet, as numbers of health authorities have said, a touch of chicory makes coffee more healthful in many ways.

(Continued on page 470)



Emory Graves

"WHY do we favor the use of premiums?" Emory Graves repeated the question. "The answer is simple: We use them because they build business for us. The stronger we push premiums, the more merchandise we sell."

Mr. Graves is treasurer and sales manager of Wm. B. Reily & Company, Inc., of New Orleans, an outstanding coffee-manufacturing concern, and a leader in the use of premiums to promote the sale of its products. Premiums form the feature of the average Reily advertisement. Mr. Graves frankly states that the company merchandises its premiums even more, in some instances, than its coffee, because it has found that when premiums sell, coffee sells as a matter of course.

"This does not mean," he explains, "that we overlook the fact that we are in the coffee business. Obviously, whatever we do in the way of advertising and selling is done to increase the sale of coffee. We have found, however, through actual experience, that it is easier to sell a dealer or a



# Sell Coffee?

M c D A N I E L

Ben C. Casanas, president, The Merchants' Coffee Company of New Orleans, Ltd., says premiums helped to introduce their coffee but have been discontinued because they preferred to concentrate sales and advertising effort entirely on promoting the quality of their product.

"IF there ever was a day for premiums in merchandising coffee, that day is past. Today retailers are better educated; they know that they do not get something for nothing. They are in business to sell groceries, not chinaware or rugs or baby-dolls." So declares Ben C. Casanas, president of the Merchants' Coffee Company of New Orleans, Ltd., a concern which has pioneered in quality coffee merchandising in the South.

"There is no getting around the fact that you simply can't get something for nothing," Mr. Casanas continues. "Once I heard Sis Hopkins say on the stage that whenever you get something for nothing that is just what it's worth, and I believe that applies to premiums in the coffee business as well as to something-for-nothing propositions t h e world over."

The Merchants' Coffee Company of New Orleans, Ltd., has been manufacturing high-grade coffee for about twenty-

"We realized that if we were to continue to build with quality and coffee, not premiums, as our stock in trade, we must build up a reputation for the blend and quality of our coffee."



*When you wake up in the morning  
you don't want Premiums—*

*its—* **Union**  
**Coffee**

Real QUALITY—and delicious flavor—at a reasonable price—what more can be added?  
At your grocer's in the non-returnable, sanitary, foil-lined Green Bag

**Merchants Coffee Co.**  
of New Orleans, Ltd.  
Ben C. Casanas, Pres. Chas. H. Hamilton, Sec.-Treas.

**"Be Coffee Wise  
Not Coupon Foolish"**

COPYRIGHT 1921 BY MERCHANTS COFFEE CO. OF NEW ORLEANS, LTD.

The entire advertising program of the Merchants' Coffee Company is built around the slogan "Be Coffee Wise, Not Coupon Foolish."

nine years. More than twenty years ago it introduced a packaged, trade-marked brand of quality coffee in the territory, considered a radical departure in coffee merchandising in those days. For more than a quarter of a century it has been using the slogan "Be Coffee Wise, Not Coupon Foolish." Today this is one of the best-known food slogans in the South. Mr. Casanas says that it is probably the most valuable asset of the company.

Mr. Casanas speaks about premiums with a knowledge gained from experience as well as observation, for his company used premiums rather extensively when it first began merchandising coffee twenty-nine years ago.

"We tried coupons and premiums, believing they would help us to introduce our brand; and they did help, in a way. Since our coffee was new and unknown on the market, we felt that if we used some special inducement we would be able to get more housewives to try our brand in a shorter period of time than if we relied solely upon straight merchandising.

"However, after using premiums for a few years, we began to realize there was a limit to what premiums and coupons could do. We took stock of the situation and concluded that we were in the coffee business; we were not dealers in pots and pans and plates. We did not want to act as distributors of premium manufacturers; we had our line of coffees to sell.

### Premiums or Coffee?

"Premiums helped us to introduce our goods to a certain extent; but we felt that if we continued to induce people to use our coffee primarily because they liked our premiums we had little hold on them as customers. If they bought our coffee to get our premiums, there was no reason why they should not switch to some other coffee if a competitive concern offered premiums they liked a little better than ours.

"Reasoning along this line, we realized that the longer we continued to sell coupons and premiums instead of our brand of coffee, the longer we were delaying in the building of a permanent following of consumers who patronized us because they liked the quality of our products.

"Accordingly, we dropped premiums altogether and have not used them since. We have not regretted the move. Soon afterwards we realized that if we were to continue to build with quality and *coffee*, not premiums, as our stock in trade, we must build up a reputation for the blend and quality of our *coffee*. But during this time others were pushing premiums stronger and stronger. People were not as well educated as shoppers in those days as now, and a great many of them responded to the coupon theory. We realized that if we were to survive this continuous bombardment of coupon merchandising, we must carry on a consistent educational campaign to show the consumer and the dealer that, after all, the coffee they bought was the thing; that they wanted quality coffee, not mere premiums.

"That led to the adoption of our slogan, 'Be Coffee Wise, not Coupon Foolish,' and our entire advertising program since that time has tied up, in a general way, with that slogan. We have been telling the public and

the dealer that quality in coffee should be the first and real consideration."

Mr. Casanas declares that this educational campaign has borne definite fruit. "The average dealer no longer will be fooled into believing that he is getting something for nothing when he is offered coupons and premiums. He realizes that anything worth while must be paid for somewhere, and considering that he is in the grocery business, he is sticking to coffee, not rugs and chinaware.

"Although there are perhaps evils to be found in chain grocery store competition the chains have been a dominant factor in eliminating the standing of premiums in the coffee business. At the head of these chains are clever, well-informed business men. They know that when they handle premiums the consumer must pay more or be satisfied with a lower grade; and they are not in that kind of business. Many independent grocers have taken a cue from the chains.

"Of course the consumer is the most difficult to educate, but we find that our consistent advertising along quality lines is accomplishing results. With the better type of dealer behind us, we feel that the job is well on its way. Education is costly, to be sure, but it is worth the cost to know that we are building a reputation for the quality of our coffee, not for the coupons we might enclose with the package."

### Sell Brand Name

The question arises as to whether this educational advertising shows any tangible results. That is answered in the affirmative by a statement of the Merchants' Coffee Company's business last year. The firm concentrates its advertising upon its packaged, trademarked brand, "Union Coffee." Its advertising aims to induce housewives to go to grocery stores and call for this coffee by name, for coffee's sake; because they have been sold on the quality of it.

The company's volume in this featured packaged brand last year was approximately 40,000 pounds greater than the year before, although some say last year was a poor year for the coffee industry. Bulk coffee showed a noticeable decrease, proving that the consumer was directly responsive to this company's quality non-premium advertising.

"I do not say that there is not a use for premiums in some cases," explains Mr. Casanas, "but premiums have their limitations. Where one desires to introduce a new product quickly a premium may be used profitably to do it. But that is far enough. The product should stand on its own re-

sponsibility after that, if its sponsor wants to build for the future.

"Premium users say that premiums are merely a part of their advertising program. If that be true, then there are some who have an enormously high advertising appropriation in comparison to volume. According to my observation, the biggest premium users are the biggest advertisers as well. They advertise as much to sell their premiums as we do to sell our coffee. Yet the premiums must cost considerable money. We believe that we appropriate as high a percentage of our volume for advertising as it is safe to use in the coffee business; yet if the cost of premiums is to be figured as advertising, there must be some firms which spend twice as high a percentage as we do for advertising if they count premiums as such. The question arises again: Who pays for the premiums?"

### Two Business Policies

Perhaps the difference in viewpoint regarding premiums lies in the plans of the firms concerned. At any rate, Mr. Casanas continues: "There are two ways of looking at business. One is to force it for all it is worth to get today's volume, without worrying too much about tomorrow. The other is to work for today but keep a weather eye on tomorrow. We consider here that we are not in business merely for ourselves but for generations to come. Accordingly, we are willing to take the time to educate the consumer to buy coffee on quality, not on special inducements. We believe that when we get a customer who buys our coffee because she wants it for its own sake we will keep that customer. We do not believe that special inducements from others will have much influence.

"We believe that our slogan is building for the future as well as for today; and we think that this slogan alone will be worth millions to the firm, in the aggregate, as the years go on. Somebody pays for premiums, and we believe that our plan of merchandising is getting for us permanent customers who are unwilling to contribute to the payment."

### Green Incorporates

William Duncan Green has been elected president of William Green, a corporation, New York advertising service, succeeding the late Harold B. Green. Other officers are John J. O'Donnell, vice-president in charge of sales; Annie L. Green, secretary; and Edward J. McDonnell, treasurer and general manager.



# Hot Leads We Found through Cold Turkey Calls

BY ROBERT N. FULLERTON

*Sales Director, Flint, Eaton & Company,  
Decatur, Illinois.*

**W**HEN we suggested the making of cold-turkey calls to our salesmen they had a hundred and one reasons why such calls could not be made in their territories.

However, we thoroughly believed that if our men could be sold on the idea of making cold-turkey calls they would not only uncover a large number of prospects they never had dreamed existed, but they would gain



Salesmen dislike to make cold-turkey calls for two reasons: the first is fear . . . the salesman who sneaks past a prospect's office because the buyer has the reputation of being hard-boiled, is the type.

a new appreciation of the importance of this type of sales work as a part of their regular selling routine.

And so we decided on a cold-turkey drive, a drive which took the form of

an eight weeks' sales contest. Here is what happened:

Number of new prospects called on, 287; number of new accounts opened, 146; total amount of goods sold to these accounts, \$3,982.66; number of calls made during the last two weeks, 93; number of accounts opened during the last two weeks, 48.

First prize was won with 835 points; second prize was won with 505 points; third prize was won with 51 new accounts.

Now that the contest is over, we find our men are still as enthusiastic as ever, and new prospect reports continue to come in. We have supplied each salesman with a list of cold-turkey calls he made during the contest, with a request that he make not less than three additional calls on each prospect he failed to sell. Each man is also to make at least five cold-turkey calls a month in the future.

The making of cold-turkey calls is a task the majority of salesmen do not care to tackle. Our observations have brought us to the conclusion that there are two distinct reasons for this attitude.

The first is fear, which is prevalent in a small percentage of salesmen. The fellow who repeatedly sneaks past a prospect's office because the buyer has the reputation of being "hard-boiled" is the type. The second is Old Man Routine. We have all had experience with the boys who have worked their territories so long and methodically that any one of their customers will say he can put his hand out the door on Monday morning, at 9 o'clock, and Bill Watkins will be there with his sample case.

Fortunately, these types are not in the majority. However, we did feel it would be necessary to do something out of the ordinary if we were to interest our men in making calls on new prospects for our line of phar-

## COLD TURKEY CALL REPORT CARD



NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

AMOUNT SOLD HIM TODAY \_\_\_\_\_

POINTS AWARDED (do NOT fill in) \_\_\_\_\_

DATE \_\_\_\_\_ SALESMAN \_\_\_\_\_

Special report cards were provided for the cold-turkey calls.

maceutical chemicals. The result was our "First Annual Cold-Turkey Contest," by far the most successful sales contest we have ever put on.

A preliminary letter was designed to arouse the curiosity of the men. Then the full details of the contest were explained. The men were furnished with a supply of special contest paper and special report blanks.

They were asked to use these supplies in all correspondence with the house relative to the contest. The Cold-Turkey Call Report Cards were to be filled out when reports were made on all new calls. To receive proper credit for new calls that the men failed to sell, we asked them to attach the prospect's business card or prescription blank to the report itself.

One of the most interesting features of the contest was a promise, to each salesman, that every cold-turkey prospect would receive a special personal letter from the president of the company. In all instances where the prospect expressed interest in some specific product, an attempt would be



—the second reason is Old Man Routine.



made to discuss the item in the letter. Appropriate sales literature was to be enclosed with these letters. In cases where orders came in by mail the salesman in the territory was given full credit.

Three prizes were awarded: \$25 for the man making the highest number of points; \$10 to the man with the second highest number of points, and \$25 for the man who opened the largest number of new accounts on which goods were shipped and credit okayed by the credit department.

Points were awarded as follows: Five points for each cold-turkey call reported on the proper card but not sold on first call; 10 points for each cold-turkey call sold on the first call; 10 or 20 additional points for accepted new account orders in the amounts of \$10 to \$14, inclusive; 15 or 25 points for accepted new account orders in the amount of \$15 to \$24, inclusive; 25 or 30 additional points on accepted new account orders for \$25 or more.

No credit was given unless the call was a sales call and all or part of the salesman's samples were shown to the prospect. Detail work to prescription doctors was not credited.

#### The President's Letter

Several letters were prepared to go to the cold-turkey prospects over the signature of the president of the company. These letters were so designed as to use the salesman's name as often as possible with a view to acquainting the prospect with the man who called on him. Several of the men reported that they had made calls on buyers they might have passed up had it not been for the fact that they wanted these men to receive one of the letters signed by the president.

When a salesman failed to sell a buyer on a cold-turkey call, this letter went out:

"Dear Doctor Smith:

"Our Mr. Brown advised me today that he had a very interesting interview with you several days ago and he has asked me to write you a little note adding to his appreciation of your consideration to him.

"This being Mr. Brown's first call and the fact that our line was introduced to you for the first time, makes us especially anxious for you to become better acquainted with our policies and conduct of business.

"It has always been our desire to maintain a friendly and beneficial attitude in our business associations with the medical profession.

"I sincerely hope that this letter will in a small way tend to serve that purpose, and you, Mr. Brown and the

Flint, Eaton & Company will become more mutually acquainted in the future."

Every new account received this letter:

"Dear Doctor Jones:

"An order was placed upon my desk this morning with the following notation attached:

"If you have time, please write Doctor Jones, thanking him for his order and the kind consideration he extended me. He certainly treated me 100 per cent."

"Signed: (Salesman's name).

"I mention this note, Dr. Jones, because it is typical of the appreciative business sentiment existing within our organization, and it has always been our desire to maintain a friendly and beneficial intercourse among our friends and customers in the medical profession.

"I wish at this time personally to

express to you my thanks for your order and the kindness extended to our representative (Salesman's name).

"Trusting that our products will come up to your expectations and we may enjoy your continued patronage, we are . . ."

These letters were typed and signed.

Progress of the salesmen and the contest was reported each week in a house bulletin. The last two weeks were known as "Suspense Weeks," and no reports were sent out.

The results have been summarized earlier in this article. More than 30 per cent of the new accounts were sold during the first two weeks. All repeat business sold to the new accounts opened during this contest is being carefully recorded in a card file so that at the end of a year's period we will know exactly the amount of increase in volume that can be attributed to the competition.

## When the Buyer Says: "There's No Demand for Your Line"

BY T. C. COCROFT

LIKE the chance discovery of roast pork when the Chinaman's house burned down (and furnished us with the classic example of a pig in a poke), so an unwitting experiment in a new line of goods has accidentally developed sales possibilities as fortuitous as the delights of crackling pork to that lip-smacking Oriental of Charles Lamb's.

For years Aitchison and Company, at 483 Fifth Avenue, New York, were known primarily as opticians. Supplementing their line of eyeglasses and spectacles, lorgnettes and monacles, they sold field glasses, barometers, thermometers and a limited assortment of clocks. Content to jog along the road of their own selection, it seemed unwise to venture up any bypaths, else they detract from their eventual goal. But one day only a few months ago they stumbled, quite by chance, into a profitable sideline.

In decorating their show window it had long been the custom of the firm to lighten up their display of tortoiseshell glasses, spectacle rims, field glasses, barometers and such like with bright colors, designed to catch the eyes of passers-by and thus pull them to the window to inspect the goods. A chunk of uneven ore had served this purpose on former occasions, but this ore had outworn its effectiveness and they were looking for a new color magnet.

Luckily, one day at an import house, B. Aitchison, Jr., came across some Czechoslovakian pieces of colored glass. They were shaped like diamonds with fourteen facets, poured glass and not ground glass, a little larger than good-sized doorknobs and made in six colors, ruby, sapphire, diamond, emerald, amethyst and topaz. The bright, attractive colors and diamond shapes immediately caught Aitchison's eye. Feeling certain that they would also act as eye-catchers in the shop window, he decided to purchase them for a window display.

From long experience in watching crowds pass his Fifth Avenue window, Mr. Aitchison knew that a single bit of color was much less effective than a definite splash of color. So he did not stop with one piece of glass, but bought two sets of them and grouped them altogether in the window in front of a mirror so that the color effect of the bright glass was enhanced by its reflection.

The glass had not been in the window twenty-four hours when inquiries began to come in.

"How much is that big ruby paperweight out in your window?" one gentleman asked.

Mr. Aitchison blinked in surprise. Until that moment he had not known there were paperweights in the window.

(Continued on page 467)

# Immaculate Telegraphy Versus the Sales Message that Sparkles

BY PAUL M. HOLLISTER

In his series of articles on advertising copy,\* Roy W. Johnson has been driving at just the point brought out in this article: that instead of drab one-syllable words that only bore the reader there is a crying need for imagery and imagination in advertising, a fuller use of a rich language.

THE least common denominator of all advertising writing, we may agree, is either hand-written or typewritten characters on a page. The greatest of all advertisements, as well as the least, were at one time so set down. The form then mattered little. The great advertisement, on its first written page, differed from the least advertisement by no more than its content of words.

Let us then consider a scoopful of department store advertisements from tonight's newspaper, and let us set them with as few breaks as may be. In this form you will be tempted to skip them; please do not. They read:

(1) "Million dollar exposition and sale of eastern rugs. Offers wide range to all. These rugs were selected by our experts in the markets of the world, here and abroad . . . among them are the surplus stocks of two importing houses, offered at great price reductions. There is an unusual collection of antique rugs, now on view with the old silver collection on the (Blank). Whether you are a collector of odd pieces or one who wants fine Eastern rugs for your home . . . this is probably the most extensive collection, and here you may quickly find just the rugs for your needs. \$35 to \$40 rugs, \$24 (and so on to) \$750 to \$950 rugs, \$540 (itemizations under each price-chapter)."

(2) "Important sale! 800 men's all-wool pull-over sweaters \$3.95, regular \$6.50 to \$8.50 grades. Pure

If the removal of dull reading accomplishes no more than to bring one extra person in ten into each store to answer each offering, in the mass, it may be expected to increase department store business 10 per cent.

worsted and fine botany yarns! An unusual assortment including plain colors, heather mixtures, fancy jacquards and argyle plaids! All the wanted colors. Size 36 to 44."

(3) "Velour portieres specially priced. \$11.14, 36 x 84 inches. \$13.89, 50 x 90 inches. Handsome reversible portieres with French edges. There are 13 fashionable color combinations to choose from. Dutch valance drapery sets of velour; size 17 x 81 inches. \$3.96."

(4) "500 perfume atomizers and droppers regularly \$1.50 to \$1.75, 95c. Atomizers and droppers purchased from a well-known maker, specially for this sale. In rose, green, amber, or blue, with polished, plated tops."

(5) "Obviously smart, transparent velvet gowns, \$59.50 for madame. Just what the smartest women are looking for now—just the type of frock that is so hard to find—yet here they are—in youthful, slenderizing

modes—frocks to wear immediately. A remarkable group of outstanding fashions at an outstandingly low price. Women's sizes. Gown shop, third floor."

(6) "Exceptional special offerings in warm bedcoverings just when you begin to need them. Block plaid blankets, \$7.50 pair. Regularly \$8.50 pair. Fluffy, all-wool blankets, soft, downy and light in weight. Bound in sateen to match the plain blocks of rose, blue, tan, green, orchid, or corn. Size 66 x 80 inches. The price is very low for this fine quality. 70 x 80 size regularly \$10.25; \$8.95 pair."

That is presumably all you can stand for the present; certainly it is enough to make our first point; that the run of department store advertising is intrinsically dull reading. Such vitality of interest as the above advertisements may have had in tonight's paper must have been injected into them by their type-dress, by their arrangement, and by their accidental position on the



\*These articles have appeared twice a month in SALES MANAGEMENT beginning with the issue of November 17, 1928.



page, for it could not have lain in their thought-content, their dramatization of the buying desires of the reader, nor in the simplicity of their rhetoric.

Those advertisements are typical. They are, in fact, a wee half-dozen among several hundred similar listings in the same issue of this prosperous journal; a daily newspaper conspicuous in its city for its so-called "pulling power." That is to say, its readers in the mass are known to respond night after night to such unexciting offerings and are proved to have purchased the merchandise so offered. They are manifestly content with this form of offering, in the mass. The newspaper is eminently content with this form of offering in the mass, especially in its own columns. The stores are evidently satisfied since they continue to employ the people who produce, nightly and daily, the Niagara of precisely such offering which tumbles down the pages of our national press.

### But There Are Others

There are, however, department stores which have discovered that a certain difference of attitude towards the public, a certain difference of appraisal of the public's wits, and a certain difference in conception of a department store's simple service to the public, may be expressed in words, in advertising, in the newspapers, to their cash profit. You hear much of individuality among stores! you hear too much. "Our store," proclaims every store, "is individual," meaning, of course, that though they are alike, none is doing business on the same location with another. A store cries "Individuality" meaning only identity; pleading to the mass, "Please, if you *won't* trade with me, wouldn't you be so kind as just to *recognize* me?" It isn't too much to ask!" A few stores, with much the same physical, geographical and merchandise equipment as their fellows, have discovered that only through words, in advertising, can they project to the public a quality about themselves which seems to the public to make their stores more desirable to trade in.

So let us set off, in apposition to the six advertisements (of several hundred like) already quoted, six or more, from the same issue of tonight's newspaper, over six different signatures (as were the others), and occupying in the newspaper no more space. To wit:

(7) "Rayon gives a luxurious finish to modern decorative fabrics. Rodier's modern fabrics are perhaps the most fascinating examples of the ef-

fectiveness of rayon combined with cotton and jute. He is just one of the many European weavers who are using this new lustrous yarn, either alone or in combination, to add life and subtlety to their designs. (Blanks) collection of imported rayon fabrics is as varied, as lovely as the materials. You will find the colors and designs so usable that they may be selected with perfect assurance for any well-planned room. The prices range from 98c per yard for rayon taffeta to \$14.74 per yard for hand-loomed imported fabrics. Sixth floor."

(8) "Loveliness and warmth in every fold. Comfortables this winter are not content to remain snugly warm—they must achieve smartness! Smartest of all are those of taffeta, with hand-stitched designs in the best modernistic manner. Filled with finest wool. In two-tone combinations of exquisite boudoir colors. \$75.00 each."

(9) "Irregular. We like the delightful inconsistencies of the Little Persons who shop in our shops, but when one Sweet Customer said she would never, never surrender to domestic stockings and then chose a dozen pairs of (Blank's), we threw ourselves down cellar. However, (Blank's) silk stockings are really quite captivating. \$1.95 and more."

### "Smarter" Shoes at \$20

(10) "Reptile trims the smarter shoes. The application of lizard in modernistic motive is an outstanding note for fall. (Blank) \$20."

(11) "Beaver coats \$495. Fine Canadian Beaver from the Province of Quebec, and in all sizes, from 14 to 40! Paris considers beaver one of the smartest of the new brown furs, and the (Blank) collection of beaver coats is one of the most distinguished in (Blank) . . . coats that are just as smart in fashion as they are fine in quality! Only an expert furrier could make coats of beaver look so exquisitely slim . . . and they have either the flattening long shawl collar or the shorter Johnny collar."

(12) "100,000 men are wearing borrowed shirts today! Son borrows Father's; friend borrows Room-Mate's; Guest borrows host's. A merry vicious circle. All because most men never have enough shirts. Another 100,000 are wearing yesterday's shirt. They couldn't borrow a shirt and will be miserable all day in a soiled one. It's the most uncomfortable feeling in the world—that "dirty shirt" consciousness. Enough shirts is a luxury that you can well afford. At (Blank's) it is a luxury that you easily afford. Broadcloth shirts, \$2.74 and \$4.39.

(Footnote, keyed to the figure "100,000" above reads as follows: "Probably an underestimate. We didn't count them.")

Advertisements numbered 1 through 6, and advertisements numbered 7 through 12, have now been comparably set, and are submitted for comparison. They use about the same number of words, the two groups; they are set in tonight's newspaper, in about the same amount of total space. They differ, for our purpose, only in the exact *content* of words, to prove that intrinsically the bulk of the department store advertising is dull reading, as represented by the first group. They differ perceptibly in the total word-content, in the contents of the words themselves, to prove that department store advertising need not be dull reading, as represented by the second group, and that certain conspicuously successful store-owners know it.

### Immaculate Telegraphers

Immaculate telegraphers are writing about most of the wares sold in department stores today. The tonnage of goods to be moved has evidently rolled thought flat, in the necessity for rushing the price and catalogue specifications to press. The owners of the stores, in the mass, are either indifferent to this oppression of the minds of the advertising people they hire for their minds' sake, or are incompetent to judge the advertising of goods except in terms of immediate sales made, or else have simply "put off" the consideration of their advertising until a moment of relief may come from other concerns—a moment, by the way, which never seems to arrive.

The delay in attacking the problems of dullness (a delay engendered chiefly by our national mania for tonnage) is not becoming to these otherwise efficient business men. It is incalculably wasteful. If the removal of dull-reading accomplishes no more than to bring one extra person in ten into each store to answer each offering, in the mass, it may be expected to increase department store business by 10 per cent. That 10 per cent, in many a department store, would cover the difference between profit and loss, and pay good salaries to the advertising people. The merchants who are driving dull-reading out of their advertising are feeling rather acutely secretive about so public a fact, and are hastening to compound their gains before someone else finds out their alchemy.

All the harassed store-owner wants to know is "How?"



# Is the Manufacturer's Specialty Salesman Worth What He Costs?



Frank S. Gates

FOR several years I have heard a great deal of talk about the rising costs of distribution, but, like the weather, nobody seems to do anything about it. We all agree that distribution costs are too high, but in consideration of the subject we are prone to examine distribution quite apart from selling, although the two are so intimately related that clear thinking must combine them. When we look squarely at the proposition we find that there is probably greater economic waste in the work of specialty salesmen than in any other selling effort.

I do not deprecate constructive specialty selling on the part of the manufacturer, but the custom of having factory salesmen travel with wholesalers' salesmen is unnecessary and extravagant, and adds materially to the unit cost of every commodity involved. As with many other of our expensive distributive luxuries, this practice began in a very logical way. Some manufacturer wanted to prove that his goods were readily salable to the retail trade, and that he could supply the public demand offered by the retailer. Evidently some wholesaler did not agree with him, and the manufacturer sent his salesman to demonstrate his proposition, afterwards turning the orders over to the wholesaler for delivery.

"No," emphatically answers this jobber, in a discussion of the time-honored practice of sending factory representatives to travel with wholesale salesmen. "An economic waste adding to the cost of distribution" is Mr. Gates' opinion of the value of this work.

BY FRANK S. GATES

*Vice-President, Tyler and Simpson Company, Ardmore, Oklahoma*

Now we find that the practice has grown to such an extent that practically all manufacturers of nationally advertised products employ specialty salesmen to detail the retail trade. It is apparent that manufacturers consider the specialty salesmen necessary, and their real economic value has been entirely lost sight of in the scramble for volume business.

In some instances the extent to which specialty selling is overdone is almost ludicrous. An experience comes to my mind in which a manufacturer, in order to appear fair to all of the wholesale grocers in a territory, sent a specialty salesman to work with each one of the wholesalers' salesmen. These men were introduced by the wholesalers' salesmen and all worked in the same territory for a week in competition with each other, selling the same goods to the same trade.

There were four or five specialty salesmen employed in this campaign and they lost a great deal of time in hanging around the stores until after the wholesalers' salesmen got through their regular work. Any one of them could have called on four or five times the number of customers if he had been working alone. The duplication was costly, and I think it is a good illustration of how the practice has burdened the manufacturers' selling cost with an unnecessary expense.

It is obvious that a specialty salesman covering a territory with a wholesaler's salesman loses a great deal of time and enjoys very little advantage, if any. The wholesale line may contain from one thousand to three thousand separate items, and the specialty man must remain in the background until the buyer has selected what he

wants from this range. The specialty salesman must waste enough time merely as an observer of the transaction to relate his selling story a number of times. In other words, the factory salesman, by the proper use of his time and effort, should be able to call on five or six or a dozen prospects while the wholesaler's salesman covers his complete line for a single buyer.

For this investment of time the specialty man gains merely the slight prestige of an introduction, which I do not think is worth anything at all. It is a relic of an old custom that should be relegated to the scrap heap. If the specialty man is any good at all, he can introduce himself with just as good effect and secure a very much larger volume of business every day.

It seems to be the general opinion among manufacturers who employ specialty salesmen that the prestige given to their representatives by the introduction of the wholesaler's salesman is worth a great deal in advancing sales of the products. While this may be true under certain circumstances, we believe that with initiative, determination and a proper regard for his own ability, a factory salesman can save a great deal of expense for his employers by developing independence and going it alone.

Our experience shows that such a salesman does not need a toastmaster to travel with him to introduce him to his audiences. There is no other subject, I am convinced, that is so well worth the study of manufacturers who employ specialty salesmen. In my experience of about thirty years in distributing groceries, and in handling orders of factory specialty salesmen, I have found that a considerable num-

ber of retail grocers are prejudiced against the specialty man for reasons that I need not mention here. However, if a manufacturer feels that work of the kind is necessary for his line, he should send his man out with the knowledge of the wholesaler, but to work independently with the retail trade.

Many good specialty salesmen deprecate their own ability because the practice of sending them out with a toastmaster has robbed them of their initiative. Sometimes men of this kind are forced to go it alone, and then they either fail or develop very rapidly. I recall an instance several years ago in which a factory specialty salesman came to see us Tuesday morning, having missed an appointment to go out with one of our men on Monday. I have forgotten the reason for the delay; but inasmuch as the man was on hand and our salesman had departed, I suggested that he start out alone on the territory and not try to catch up with the salesman who was a day and a half ahead of him. He was reluctant to do this. It was not according to the plan; but I convinced him that it was worth trying and assured him that I felt that he would accomplish the same results with a saving of time and expense, and at the same time discover that he did not need any support.

### Doing Better in Half the Time

He started out with some hesitancy, but he returned in three days very much elated over the success of his trip. If he had started out on Monday morning with our salesman, he would have worked all week to accomplish the results he attained. As it was, he had called on all of the retailers he would have called on with our man in just half the time, and was very much pleased with his success. He discovered to his satisfaction that he did not need a traveling companion in order to sell his goods, and it was very pleasing to me a few months later to get from this salesman an expression of his appreciation of the encouragement I had given him. He wrote that he was working alone wherever possible and doing better work in half the time, and I understand that he was later made a division or general sales manager for the manufacturer he represented.

The real value of the specialty sales work, so a number of manufacturers have told me, are the results attained in educating the wholesalers' salesmen. We readily agree that salesmen in the wholesale field need all of the education they can acquire, and as far as my company is concerned, we are very

glad to have this valuable aid. But if this is all or the most of the value it produces, it would be a great deal better and very much less expensive to change the factory representative's name to "master salesman," and allow him to represent all that the words imply. Every manufacturer who now employs a force of specialty salesmen could employ fewer and better men and produce a very much larger business at considerably less expense, in my opinion. These "master salesmen" could make appointments to attend weekly or monthly sales meetings of the wholesalers, and, acting as instructors, could school the wholesale sales force in the knowledge of their line of merchandise. They could advance pertinent selling arguments, and, at one meeting, equip six or more wholesale salesmen to go out the next Monday morning with a thorough knowledge of the line represented.

There is no doubt that this plan would save the manufacturers of the country millions of dollars of unnecessary expense now devoted to useless sales effort. In fact, much of this effort is worse than useless, for it in a measure obstructs the work of the

wholesalers' salesmen, takes up the time of retail dealers, and makes misunderstandings more prevalent than they should be. Since the total cost of selling must be added to the cost of production, the advantage to the ultimate consumer is obvious.

A phase of the subject that is appreciated by every wholesale grocer is that specialty selling work on the part of manufacturers is intended to aid the distributive service of the wholesaler. There is no doubt that it does assist the movement of merchandise, but I feel sure that the same results can be produced by the plan I have outlined at very much less the present unit cost of selling. From experience we know that a good, strong sales talk by a master salesman is exceedingly valuable in its stimulating effect on our own sales force. There is no doubt that the average manufacturer can distribute more economically and satisfactorily through the wholesaler. Therefore, it is my conviction that the manufacturer can attain the best results by cooperating in utilizing the very best effort of existing wholesalers' selling machinery, rather than in attempting to duplicate it.

## Changing Casual Buying into a Buying Habit

BY R. BIGELOW LOCKWOOD

**A** CERTAIN haberdasher in Brooklyn, New York, recently had a bright idea, or, more correctly, perhaps, he had a hunch. Reviewing his record of sales made to customers, the thought suddenly struck him that rarely indeed did he sell more than one pair of suspenders at a time. American mankind in general wears belts, and reserves the use of suspenders for evening clothes and special occasions. Suspenders come under the head of casual buying; something to be purchased when the stretch wears out and transferred in time of need from one pair of trousers to another. Belts are always present, but it occurred to this dealer that a single pair of suspenders has a habit of being misplaced when most wanted. Attached to a pair of trousers belonging to a dinner coat, the owner would be in a pretty pickle if said trousers were being pressed and he wished to wear full evening dress. A score of things might easily happen to a single pair of suspenders. Friend Wife may have been cleaning out the clothes closet. Junior may have needed a pair and borrowed

Dad's. Why not sell the idea of buying and owning two pair so that one would be always handy, attached to the right trousers?

The result of this hunch was a clever bit of window dressing, painted signs pointing the moral, and two pair of trousers hanging on a rack with new suspenders dangling from each. As a direct result of this publicity the dealer turned over his suspender stock in record time.

This experience suggests the desirability for manufacturers and retailers to analyze their selling methods and increase the volume sales of certain units in their line that lend themselves to some similar program for increasing the rate of turnover. Mr. and Mrs. General Public respond to logical arguments based on convenience, time-saving and touching upon general well-being. The fact that they often buy casually is no indication that their casual buying habits cannot be changed provided they are shown whereby they may benefit.

While, of course, it is an unwise sales policy to overload a customer, (Continued on page 468)



# This Plan Retrieves All But 15 Per Cent of Lost Customers

BY N. S. SOMMERS



A double check-up is maintained on all car owners. One requires every salesman to make three personal calls on car purchasers within two months after sale. The other provides for phone calls twice a year.

**T**HE most dangerous type of customer any business can have is the man who is dissatisfied, says nothing to us about it, but takes particular pains to tell everyone else he meets after he has broken off business relations," says A. B. Graham, of Braley and Graham, Portland, Oregon, Dodge dealers.

"Within our service radius in Portland we have listings of 5,000 Dodge owners, 60 per cent of whom are potential customers for shop service.

"Realizing that it is of utmost importance to know just exactly what influences our share of the remaining 40 per cent of lost customers to refrain from using our service, we have installed an automatic checking system, which brings to my immediate attention the names of car owners who have once been on our books, and who for reasons unknown to us have stopped coming.

"Some, we find, live in far out districts and, being mechanically inclined, do a great deal of their own servicing. Others keep their cars in garages, and get more convenient service right there. Still others prefer a one-man shop, where personal service is rendered exclusively.

"All these segregations we determine through careful analysis, and they are met with no prejudice by our firm, insofar as they serve to keep Dodge owners satisfied with Dodge cars. But when we discover a man who has actually been dissatisfied with service in our shops, then we are seriously alarmed.

"Our automatic checking records consist of a visible index file, with a separate card for every Dodge car owner we have done business with. These records, which describe not only the type of car, but the kind of performance to which it would normally be subjected, contain the approximate mileage that the car will get, which then gives us a guide as to how often we should expect the owner in for service.

"Naturally the man who drives 40,000 miles per year should call to see us more frequently than the man who gives his car but 4,000 or 5,000 miles usage.

"Our cards are accordingly marked with what we have determined as the 'time limit' of a car owner's absence, and as soon as this length of time has passed, which we discover by a daily check of the very easily read visible

index cards, a red marker is slipped into the celluloid card holder, which means dangerous, and the card is immediately placed on my desk, where it remains until the service man has made a personal call to learn just what has kept the car owners away from our service department."

Mr. Graham gives the following instance of thus winning back a disgruntled customer.

"One of our patrons, the purchaser of a '27 Dodge, for reasons unknown to us broke off relations with our service department, his visible index cards revealing the fact that he had not been in the shop for three months.

"When the red danger signal was clipped to his card by one of the office force the service man who had always waited on him was immediately detailed to visit him at his home, and have a heart to heart talk in an endeavor to learn just why he had not been in.

"A warm Saturday afternoon in June was the time chosen to call on him, and, as was expected, he was found at home, having closed his place of business somewhat early, according to the usual custom.

"The service man arrived at his residence exactly as he would have greeted him in the shop, hatless, and attired in his official white coat, which immediately suggested the natural environment for the discussion of car details.

"The patron was very glad to see him, I was told later, for then he had the opportunity to relieve himself of both genuine and imaginary grievances—and he spared our representative none of them.

"Each grief was sympathized with, the service man listening courteously, advising him that he didn't blame him one bit for feeling the way he did, but that it was Braley and Graham's intention to satisfy their customers always, and if there was anything wrong it was only necessary to mention the fact and it would be righted, where righting was possible.

"It appeared that he had sent the car up to the shop for several service items, including brake setting, and that

(Continued on page 463)





**By creating a new standard of value in the field of low-priced cars, Chevrolet swept into leadership of the automotive industry, becoming the world's largest builder in 1927 and again in 1928. Now Chevrolet is presenting its greatest achievement—a Six in the price range of the four. Chevrolet is a Campbell-Ewald client.**



*In addition to Chevrolet Motor Cars, the Campbell-Ewald Company advertises the following services and products:*

— American Automobile Association; Apex Electrical Household Appliances; Ashley-Dustin Steamship Line; Bank of Detroit; Buick Motor Cars; Burroughs Figuring Machines; Canadian General Electric Co., Limited, (Institutional); Caterpillar Tractors (Canada); Consolidated Corrugated and Folding Paper Boxes and Binders' Board; Copeland Electric Refrigerators; Delco-Remy Automotive Products; Detroit & Cleveland Navigation Company; Detroit & Port Huron Steamship Lines; Dover Mfg. Co., Lady Dover Electric Irons and Percolators; Fireside Industries Home Arts Training; Fyr-Fyter Extinguishers; General Motors Building; General Motors of Canada (Institutional and Products); Grand Rapids Metalcraft Corp., Kelch Heaters; Harrison Radiators; Hercules Truck Bod-

ies; Holley Carburetors; J. L. Hudson Department Store; Hyatt Roller Bearings; Keystone Watch Cases and Howard Watches; Kleiner, Tom Moore Cigars; S. S. Kresge Stores; Liberty Ready-Cut Homes; Link-Belt Industrial Products; C. H. McAleer Automobile Polishing Products; Milson Extracts and Pharmaceutical Products; National University Society Business Coaching; National Bank of Commerce of Detroit; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Olds Motor Cars; Paintex Fabric Paints; Panama Mail Steamship Co.; Pontiac Motor Cars; Postel's Elegant Cake Flour; Premier Cushion Springs; Rambler All-Metal Aeroplanes (Canada); Sawyer-Massey Road Machinery (Canada); Shotwell Marshmallows; Taylor Caps for Men; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Webster Cigars; White Star Steamship Lines; Wolsey Woolen Wear (Leicester, England).

Campbell-Ewald Company, H. T. Ewald, President  
General Motors Bldg., Detroit; New York; Chicago; Seattle  
Los Angeles; Portland; San Francisco; Paris, France  
In Canada — Campbell-Ewald, Limited, Toronto; Montreal

*Address our Detroit Office for a booklet featuring the personnel and organization of the Campbell-Ewald Company*

**Ready, on Notion Counters Today!**  
**Talon Slide-Fasteners for use in home-sewing**

Carrying Fashion's approval . . . replacing all old-fashioned methods of fastening . . . these Talon Slide-Fasteners are now on notion counters, ready for you to sew on the scores of garments and articles you make at home . . . Each fastener comes in an envelope containing sewing instructions, etc. 10 lengths and 6 colors of tape are available . . . Colors are black, white, two tones of gray and two of brown. Where other colors of tape are required you can dye one of the neutral colors to match your material. The Original Talon Slide-Fasteners are sold from the Talon Cabinet you see in this illustration. Look for the word "Talon" or "Hookless" on the pull.



*Each illustrated can be made with Butterick Pattern No. 2365. Note the Talon Slide-Fasteners used as a smart style feature.*

**Beauty and Convenience have made Talon Slide-Fasteners fashionable**

You see the trim, convenient Talon Slide-Fasteners on the clothes the smart people wear—on the fashion accessories they use; and now these same dependable fasteners are available for home-sewing use. With just a gentle pull they close snugly and securely. Once closed, they never accidentally come open—never show a gaping edge—you can't lose them—they launder (or dry-clean) perfectly, and usually outlast the garment or article which they fasten so smartly and quickly. Identify them by the word "Talon" or "Hookless" on the slider-pull.

If your department store or dealer does not stock Talon Slide-Fasteners, write us for full information as to where you can buy them in your locality.

HOOKLESS FASTENER COMPANY, 621 ARCH STREET, MEADVILLE, PENN.  
*The Pioneer Manufacturers of Slide-Fasteners*

**TALON**  
 THE ORIGINAL  
 SLIDE FASTENER . . .

*These are the individual envelopes in which you buy the Talon Slide-Fastener Units for home-sewing. 10 lengths and 6 colors of tape available.*

(Gardner Advertising Company, Inc.)

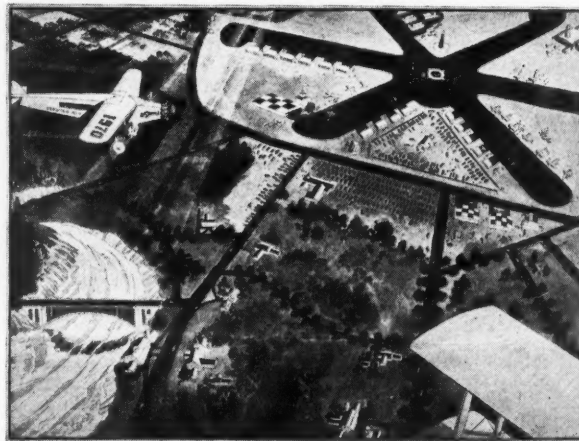
A popular fastener which has rapidly supplanted buckles, buttons, laces, et cetera because of sheer convenience, now makes a vigorous effort to add Fashion to its sales force.

There have been many advertisements more or less tied in with the public's interest in aviation, but the tie-in usually ends with the headline. Tarvia presents one of the most constructive advertisements utilizing current interest that has come to attention in a long time.

(The Erickson Company, Inc.)

# The Advertising Gallery

## ROADS into and out of the sky



TODAY sets a premium on action. Already, radio, photo-telegraphy and air mail are commonplace and the cry for speed goes on.

"Yes, we use the air mail," business men are saying, "but often it takes so long to get our goods and letters to and from the landing field that half the advantage of using the airplane is lost!"

Modern though they are, our present highway systems are not yet quite in tune with the airplane age. Landing fields "too far from town" are usually within twenty miles. Equip them with approaches wide enough and fast

enough and distance will cut little figure.

To do what is expected of them, airports must be located near as many good roads as possible. What people cannot use conveniently, they use only when necessity compels. If you are an aviation booster, take a leaf from the book of the automobile booster of 10 years ago, and

work for roads that will make aviation accessible to everyone, not a fortunately located few.

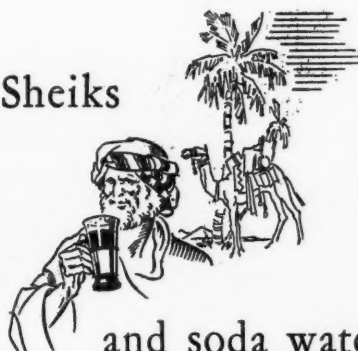
Tarvia construction will provide such roads at a cost reasonable enough to permit almost any community to have all the good roads it needs. Tarvia maintenance will keep them at top-notch—rainfall, storm-proof, smooth and skid-safe—indefinitely and economically. Tarviate your approach roads; Tarviate your airports—and give your fliers and your people a smooth path into the sky. The Barrett Company, 40 Rector Street, New York, N. Y.

**Tarvia**  
 for Road Construction  
 Repair and Maintenance



## A BANK LOOKS AT FOREIGN-TRADE TRENDS

## Sheiks



## and soda water

When Mohammed in A. D. 623 made Islam dry, he created trade possibilities in Egypt which should appeal particularly to American business enterprise.

By the immutable law of Allah, the overwhelming majority of Egypt's 14,000,000 inhabitants are "dry". This, coupled with a hot climate and air as dry as the law of the land, should make Egypt a paradise for enterprising American soft-drink manufacturers—so says the American representative on the International Tribunal at Cairo.

The United States now faces an adverse Egyptian trade balance of some \$31,000,000. Our total annual exports to Egypt are only \$10,000,000 despite the fact that Egyptian imports include coal, cotton piece-goods, cotton yarn, flour, iron and steel manufactures, kerosene, empty sacks, silk textiles, soap, raw and refined sugar, wheat, lumber, woolen textiles, tobacco leaf, dried fruits, motor vehicles, lubricating oils and machinery.

According to the report of the British Trade Advisor our share in this list consists chiefly of flour, machinery, motor vehicles and lubricating oils. As we understand the world in some of the other goods which appear in the list it is the opinion of trade experts that we could do better in Egypt than we are doing at present.

To be sure, the Egyptian has ways of doing business which are all his own. Through years of contact with banks and commercial houses all over the world the Seaboard National Bank has acquired a fund of knowledge which our customers engaged in foreign trade find valuable. Our Foreign Department Offices will gladly discuss your particular problem with you whether it relates to Egypt or another land. And we have a booklet "Seaboard Foreign Banking Facilities" which we will mail at your request.

FOREIGN DEPARTMENT

## The Seaboard National Bank

OF THE CITY OF NEW YORK

Main Office: BROAD AND BEAVER STREETS

41 WEST 34TH STREET

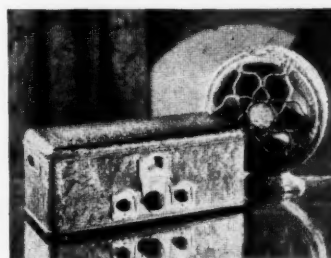
115 BROADWAY

24 EAST 45TH STREET

(The Blackman Company)

Seaboard continues to lead the financial field in the departure from typical bank copy.

Reaction in Cincinnati to the Lucky Strike campaign.

THIS WONDERFUL NEW RADIO  
\$65.00.

Modern New Yorkers will be much enthused over the opportunity to buy this fine radio at such a price.

To own this marvelous piece of apparatus at this marvelous price lends eclat to the chicest of the chic.

It is so satisfying to be able to carelessly—but clearly—mention to your friends during the course of the conversation—this marvelous price.

... sixty-five HUNDRED dollars? Hellshells! SIXTY-FIVE dollars! (Allow the price for that magnificent diamond.)

THE CROSLY AC  
ELECTRIC GEMBOX  
\$65.00

without tubes operates Crosley Dynatron Electro-Magnetic Power Speaker \$25

CROSLY

THE CROSLY RADIO CORP., POWEL CROSLY, JR., PRES., CINCINNATI, OHIO, OWNERS OF WLW—THE NATION'S STATION

FEBRUARY 9, 1929

(Prather-Allen &amp; Heaton)

IT'S ABSURD  
of Course...

to show little Betty puffing a cigarette! But no more absurd than claims now being made by a certain cigarette manufacturer that our natural craving for sweets can be healthfully appeased with cigarettes.

Sugar is one of the necessities of life... and sugar is the base of all good candy, such as is made daily in the Sinton Candy Kitchen.

The exquisite flavor of Louis XVI Candies has earned for them a well-deserved popularity. People of intelligence and good taste choose Louis XVI Candies, for their own pleasure and to serve to their guests.

Keep a Box of Louis XVI Candies on Hand  
for Your Enjoyment at All Times

## Hotel Sinton

Cincinnati's Finest Hotel  
John B. Horgan  
MANAGING DIRECTOR

(Keeler &amp; Stites)

Printers' mistakes have long been the bane of editors and advertisers, and it is with unbounded delight we discover they can be put to some useful purpose. Industry is slowly eliminating all waste.

Illustration by  
Lazarnick

# I'm Just a Bit Peeved

An open letter to manufacturers of nationally advertised goods in which a consumer takes the sales managers to task for the indifference which so often follows the purchase and delivery of the goods.

BY  
HAZEL C.  
JOYCE

I AM merely what the advertising fraternity labels "an average consumer"—a typical American housewife, with the same ambitions and same standards of living as millions of other American women.

I believe in advertising. And I give preference, when I buy anything for the home or for the family, to nationally-advertised products. Not because my husband happens to be an advertising man. But solely because I have been convinced by long experience that I get better values for every dollar I spend.

So much for that. Now, to get down to the real point in this letter, which is addressed to manufacturers of the higher-priced merchandise for use in the American home.

You manufacturers spend millions of dollars every year to tell me and millions of other American women why we should buy your products. Your advertising is absolutely sincere. Your merchandise is all you say about it. In many instances you are a bit too conservative—it's even better than

you say it is. The price is right and theoretically—I'm what the advertising men call "sold."

I have no fault to find—so far. Continuous repetition of your advertising in magazines, newspapers, billboards and trolley cars has made me thoroughly familiar with your products and when I go into a store to buy the goods you offer all I need to know is the price and order the merchandise sent home.

You remind me, to this point, of a young lover courting his sweetheart. You're all attention—as he is—and you shower all sorts of literary bouquets on yourselves and your products. You promise this and that and the other thing. The product you have to offer—like the young man says of himself—is in your mind the one best



"I'm a woman and I like to be flattered. A little note of thanks would have done the thing nicely."

bet and if your suggestion that we consumers "get it today" or "send for it now" isn't heeded, then, you infer—again like the young lover—that we're just plain out o' luck and surely will regret our procrastination.

Well, I take you at your word and bring home what you have to sell, appreciating all the while your promise to "remain forever true" and to shower me with service so that I'll never regret my choice. But after you've sold me—that's something else again. The attention I get is commensurate with the attitude of a lot of husbands who feel that marriage is the logical and legitimate excuse for ceasing the nice little attentions and killing the flattering promises that made the courting period so interesting.

"Well, she's bought it now and that's that" is your attitude. Under-

(Continued on page 460)



# AKRON is *not* in The TRUE Cleveland Market

*These facts tell why!*

Printed here are facts about Akron, which should demonstrate to all careful buyers of advertising that this great city can in no way be considered a part of The *True* Cleveland Market. It has its own selling problems, and must be considered as a separate merchandising unit, for its people do not respond to advertising which appears in Cleveland papers.

1920 Population, 208,435 (1928 est. 227,232).  
**City and Suburban Estimate**, 313,578. Most important cities and towns in this area are: Barberton (pop. 23,660); Cuyahoga Falls (17,780); Kenmore (15,856).

**Native Whites**, 79.1%; **Negroes**, 2.7%; **Foreign Born**, 18.2%; **Industrial Workers**, 26%; **English Reading**, 88%; **Families**, 44,195.

**Schools**: Public Grade, 34; High, 7; Parochial, 11; University of Akron, Number of pupils, 43,421.

**Churches**: Baptist, 21; Christian Science, 2; Congregational, 4; Episcopal, 5; Hebrew, 7; Methodist, 25; Presbyterian, 4; Roman Catholic, 11; Miscellaneous, Evangelical, 5; Lutheran, 11; Reformed, 8; Miscellaneous, 63.

**Banks**: National, 1; State, 11; Total Resources (all banks), \$118,404,930; Total Deposits (all banks), (Oct. 1, 1928), \$102,273,908. No. of Personal Income Tax Returns, 14,160.

**Theatres**: Legitimate, 4; Moving Pictures, 30; Vaudeville, 2. Total number of seats, 21,500.

**Location**: Akron is 35 miles out of Cleveland on main line of Penn. R.R., Erie R.R., Akron, Canton & Youngstown R.R. and Baltimore & Ohio R.R. with connection leading to Wheeling & Lake Erie R.R. & New York Central. One traction line connecting to all northern Ohio point and bus lines. To nearest larger city by railroad, 1 hr.; by interurban, 1¼ hrs.; by trolley, 1½ hrs.; by automobile 1½ hrs.

**Principal Industries**: Rubber tires and rubber goods, airships, balloons, belting, rubber working machinery, gasoline lamps and lighting systems, varnishes—japan and enamel, wagon gears, automobile tops, zinc oxide, boilers, tanks, dies, molds, structural iron, lumber and mill work, salt, porcelain insulators, oil filters, sewer pipe, building blocks, fishing tackle, automobile rims, dynamos, acid-proof stoneware, sulphur refining, rubber reclaiming, flour, feed, cereals, furnaces, well drilling machinery, chinaware, stoves, paper bags, rubber toys, hard rubber goods, rubber footwear, balloons, hot water bottles, gloves, rubber working machines, oxygen, lead wire, chromatite processing, books, fabrics.

**Manufacturing Establishments**: 238. Leading firms: Goodyear Tire and Rubber Co., Good-

year Zeppelin Corp., General Tire & Rubber Co., Enterprise Mfg. Co., Quaker Oats, B. F. Goodrich Co., Firestone Tire & Rubber Co., Miller Rubber Co., Robinson Clay Product Co.

**Special Information**: Akron has twelve large tire companies and ten other rubber companies in various lines of hard rubber goods; footwear, elastic bands, belting and sundries; 51,150 people are engaged in the rubber industry. Cereal mills and four clay product plants add an important variety to the industries. One of the largest sulphur refining plants in the world is located here. Its production being largely taken up by the local rubber concerns. The captive balloons, free balloons and dirigibles are manufactured here. Rubberized fibre for rubber sponges made here. There are 1,000,000 pairs of boots, shoes and arctics made here yearly. In 1928 the output of rubber heels will reach 10,000,000 pairs. 4,500 miles of belting and 6,000 miles of rubber lace manufactured here yearly. In the tire industry more than 30,000,000 tires for automobiles are manufactured annually. The industrial payroll amounted to \$105,886,626, in 1927. The census shows 238 of manufacturing establishments with 51,955 employees; twenty-six establishments have output over \$1,000,000. Akron manufactures \$488,906,000 worth of rubber goods, which is 83.8% of the total of this line manufactured in the state.

**Residential Features**: On account of the rapid growth of Akron, suburban sections have developed rapidly. Private residences, one-family type predominate, though there has been a large number of flats and apartments put up in the past few years. Akron's new building construction in 1927 totalled in valuation \$20,392,367, representing 5,280 separate building permits. 47% of Akron's residents are home owners. The average is 33% for cities over 100,000.

**Retail Shopping Section**: West Market, South Main and South Howard Sts. for a distance of one and a half miles is the principal shopping section. In this section are located the principal stores, hotels, theatres and business blocks. Smaller shops and stores are located on the streets intersecting these. There is a trading center in East Akron on East Market St. and Case Ave. In South Akron, South Main

St. is the trading center, and North Akron's center is at No. Main and Cuyahoga Falls Avenue. Shops and stores and neighborhood sections are scattered throughout the city.

**Retail Trading Area**: The trading area of Akron extends on the west as far as Sharon Center, south as far as Clinton and Aultman which is southeast, east as far as Ravenna and north as far as Twinsburg. This section has excellent transportation facilities in electric interurban line, steam railway, motor buses and improved highways. Throughout this section are numerous small towns and cities whose populace do most of their shopping in Akron. Cuyahoga Falls, Kenmore and Barberton adjoin the city, and street car service is frequent. These three towns add 57,000 to Akron proper and a large majority of the populace work in Akron.

**Wholesale Houses**: Groceries, and food products, 36; meats, 18; fruits, 6; hardware, 11; dry goods, 2; miscellaneous lines: drugs and drug sundries, 11; confectioners, 14; shoes, 3.

**Number of Retail Outlets for Nationally Advertised Products**: Passenger automobile agencies, 98; commercial automobile accessories, 453; bakers, 85; cigar stores and stands (including hotels), 85 (chain, 25); confectioners (including hotel stands), 276; delicatessen, 11; dressmakers, 78; druggists, 84 (chain, 43); dry goods, 71; department stores, 24; electrical supplies, 42; florists, 31; fruits, 36; furniture, 120; furriers, 5; garages (public), 62; grocers, 969 (chain, 98); hardware, 130; jewelry, 71; leather goods, 9; meat markets, 246; men's furnishings, 57; men's clothing, 59; merchant tailors, 65; milliners, 31; opticians, 13; photographers, 30; pianos (and miscellaneous musical instruments), 40; radio supplies, 22; restaurants (including hotels), 266 (chain, 49); shoes, 18; sporting goods, 18; stationers, 12; women's apparel, 62.

**Miscellaneous Data**: Average temperature, 49.7 degrees; average number of rainy days per 12 months, 113; most pleasant months, May, June, Sept., Oct., Nov. Doctors (medical), 221; dentists, 124; osteopaths, 13; street car service; gas, natural; electric current, alternating; number of meters, 50,881; number of automobile registrations, 58,600 (1928); water, soft.

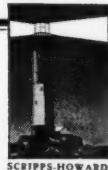
THE *True* Cleveland Market is small and compact. Akron isn't in it, nor is Canton, Youngstown, Ashtabula, Sandusky or countless other individual marketing centers of north-eastern Ohio. To make sales in these other markets through advertising, local papers must be used. Cleveland papers have no influence outside The *True* Cleveland Market.

## The Cleveland Press

NATIONAL ADVER

250 Park Avenue, New York City  
Atlanta . Detroit . San Francisco

CLEVELAND'S FIRST



TISING DEPARTMENT

400 N. Michigan Blvd., Chicago  
Philadelphia . Los Angeles

ADVERTISING BUY!



## The Sales Managers' Bookshelf

### Sales—General and Specific

**T**WO new Harper's business books are "Sales Management Fundamentals" by Richard C. Hay and "Selling Public Hospitality: A Handbook of Advertising and Publicity for Hotels, Restaurants and Apartment Houses," by J. O. Dahl. Seldom do you see in one week two books so good—and so different.

Mr. Hay, "sales consultant," was formerly sales and advertising manager of the May Oil Burner Corporation, manager of sales training and sales promotion for the American Radiator Company, and manager of sales research for the National Aniline & Chemical Company, Inc. His book is endorsed enthusiastically by the New York Sales Managers' Club in an introduction by the club's president, J. R. Brundage. You will naturally contrast and compare it with J. George Frederick's book, which has often been described as a summary of the best thought of the New York Sales Managers' Club at the time it was published. Mr. Hay's book is briefer—the title is "Fundamentals"—and the illustrations are mostly out of Mr. Hay's own experience in selling dyes, radiators and oil burners.

But that is far from describing the book, for Mr. Hay has a keenly analytical mind and this book is an analysis—not a string of reminiscences. His "Appendix A" is a detailed "outline for an analysis of a sales department" under three main heads—management, organization and selection and training of salesmen. And "Appendix B" outlines a difficulty analysis—nine major difficulties in a sales interview.

The body of the book is less systematic and exhaustive, dealing as it does with a few fundamentals: selecting and training new salesmen, training senior salesmen, the sales manual,

branch sales management, stimulating salesmen's results, sales promotion (22 pages), research in sales management (broken down into statistical research, field research and management research), resale, helping the dealer make money, and probably the most stimulating and valuable chapter in the book—sales management problems of the small manufacturer. These hints to the concern that may feel itself too small to do a real scientific piece of work fall into five classifications: perfecting products, study of past sales results, study of the sales opportunities, plans and methods for increasing volume and profit, and operating and control system for putting plans into effect.

A bibliography on resale covers ten pages, mostly periodical references—those to SALES MANAGEMENT, rather unfortunately, being limited to the last two or three years only and being unaccompanied by any clue to the concern whose experiences are described.

Mr. Dahl's book is far fuller in treatment but much more limited in its scope—which is hotel and restaurant service. He is on the staff of *Hotel Management* and *Restaurant Management*, two trade papers that are authoritative in their knowledge of these two markets.

In 1923 Mr. Dahl won *Hotel Management's* Greeter Contest for ideas submitted on selling hospitality and he spent nearly two years studying foreign hotels—especially the Swiss. His book is a collection of material on a very old business which has been remarkably improved in the last few years by adapting sound principles of management and selling. He lists about 500 names of the cooperators to whom he gives credit.

The material is well arranged and excellently presented with a keen eye for the specific instance and for the picturesque phrase—as you can see

from the chapter headings "Scratching the Guest's Back," "Pounding Pavements for Business," "Through Many Windows," "We want More Women."

Each chapter closes with "What Others Say," a brief selection of clippings to supplement the author's topical treatment. An appendix contains forty-six sample sales letters used by hotels and restaurants.

A book to be recommended to everyone in the "hospitality" line—and full of suggestions to anyone who sells service of any sort.

### Reading for George Washington's Birthday

"George Washington—Business Man" is the title of one article in the February number of the *American Magazine* by Neil M. Clark and of another in the February—*Nation's Business* by Albert Bushnell Hart.

Mr. Clark's article is based on an interview with Ernest Prussing, lawyer and author of two volumes on this side of Washington's career. Professor Hart reports his own special investigation of the Washington genealogy in England. He calls attention to one ancestor in particular, Sir Thomas Kitson of Warton, a sixteenth century organizer of the wool industry and of English fisheries; and more generally to a long line of twenty-five generations from William de Washington back in the twelfth century—"a strong strain of practical, hardheaded, active and highly successful business men."

Professor Hart calls Washington "the first practical transportation man in the United States, the first reclamation engineer in the history of the British colonies . . . the first who attempted to 'realize' in the West . . . the first to envisage a continuous water route from the ocean to the Great Lakes." His will, which he, himself, drafted, created, says Professor Hart, one of the first trusts ever established in America. He appointed a board of executors and after certain specific bequests divided the remainder into twenty-three shares.

Both of these articles stress the fact that Washington was an expert accountant—"analytic bookkeeper. . . . Accounts very carefully subdivided . . . an account for each plantation, how much he gained out of wheat and how much from tobacco," etc. By the way, he was one of the first to practice diversified farming and to turn from tobacco as a sole crop. "He ran his business affairs by exact knowledge."

He was a map-thinker, says Mr. Clark—and both of these articles re-  
(Continued on page 469)





A few of the 401 cars parked on the Northwestern University campus between the hours of 10 and 11, May 10, 1928. Expensive cars are well above the national average.

# Collegians among the Largest Buyers of Motor Cars, Survey Shows

BY JOE GODFREY, JR.

SEVERAL years ago the automobile makers had almost stopped production on open models. As they sensed demand, it seemed to be all for closed cars. But the college boys and girls thought differently. They liked the freedom, the speed, the dash of the open car. They bought them, in ever-increasing quantities. Their elders, always anxious to retain the spirit of happy youth, followed suit, with the result that the open car has once more become popular.

A survey made by *College Humor*, the mouthpiece of collegiate youth, shows that the number of student-operated cars is increasing each year. An actual count of campus-parked cars was made recently at Northwestern University, University of Chicago, University of Minnesota, George Washington University, Johns Hopkins University, City College of New York and the University of Southern California which showed 2,588 cars parked on the campus during a single recitation hour, and it seems a conservative estimate that at least three times as many cars are operated daily by students at these six universities. In the group were an unusual number of Lincolns, Packards, Cadillacs and other high-priced cars. The showing was well above the national average.

The college market consists of 803,433 collegians attending 936 col-

leges. Allied and supplemental to it is a high school and preparatory school market numbering nearly four million. Perfect coverage can be secured by a well-balanced combination of 110

in the college market. In the automobile and aeroplane fields, for example, Chrysler, Hudson-Essex, Cadillac-LaSalle, Studebaker, Auburn and Command-Aire already have their hats in the ring via *Colleg Humor*.

Executive readers of SALES MANAGEMENT are invited to ask for a copy

## Count of Automobiles Parked at Northwestern University, May 10, 1928, 10-11 a.m.

Ford	73	Paige	7	Marmon	4
Buick	53	Hupmobile	7	Jewett	3
Nash	26	LaSalle	6	Stutz	3
Chevrolet	26	Whippet	6	Cleveland	2
Chrysler	23	Lincoln	6	Jordan	2
Studebaker	18	Oakland	5	Pierce-Arrow	2
Packard	17	Reo	5	Gardner	2
Essex	16	Auburn	5	Electric	1
Dodge	13	Peerless	5	Chandler	1
Cadillac	11	Oldsmobile	5	Wills-St. Clair	
Hudson	9	Franklin	4	Star, Haynes	)
Pontiac	9	Willys Knight	4	Maxwell	) 22

Total number of automobiles, 401

college comics and 675 college newspapers.

*College Humor* magazine offers an effective approach to this market. Used in combination with college magazines it is a strong national binding tie of sturdy support. Advertisers these days are coming increasingly to recognize the force of *College Humor*

of the survey—"An Approach to the College Market." Or we will be happy to supplement it, if you wish, with a special survey covering the sales possibilities for your product in the college field. Address *College Humor* at 1050 North LaSalle Street, Chicago, or 420 Lexington Avenue, New York City.

Advertisement.

Advertisement.

Advertisement.

# Postum Company to Extend Dealer Extra Profit Plan

The Postum Company announced this week an extension of their dealer extra profit plan which was inaugurated last year. In 1929, the "qualifying percentages" will be  $2\frac{1}{2}$  per cent lower—dealers making advances at least of  $7\frac{1}{2}$ ,  $12\frac{1}{2}$  and  $17\frac{1}{2}$  per cent over 1928 being awarded dividends, respectively of 1,  $1\frac{1}{2}$  and 2 per cent on the total volume of Postum products sold. Under the new plan it is expected several thousand additional dealers will participate in the extra profits.

The extra-profit plan is based on the five "guaranties" of the company's merchandising policy—under which all dealers are placed on an identical basis of opportunity—limited only by their own ability to sell. This policy covers:

1. Guaranty of quality;
2. Guaranty of price—the dealer's floor stocks being protected against the company's price decline (except the products of Maxwell House Products Company, Inc.);
3. Guaranty of sale;
4. Guaranty of proper turnover of stock—based on dealer's acceptance of the purchase plans presented by the company's sales representatives; and
5. Guaranty of a single-price basis to all our customers.

The plan, an official of the company explained, works out in this manner: "If you were a customer on our direct list during the entire year 1928, and if your purchases from us during the entire calendar year 1929, in cases or units of grocery specialties, exceed your 1928 case or unit purchases by at least  $7\frac{1}{2}$  per cent, you will receive after the close of 1929 an extra profit dividend on your total 1929 purchases.

"The dividend is graduated in direct proportion to the increase in total sales—1 per cent of the year's net dollar purchases (after deducting 2 per cent cash discount, whether taken or not) being given for total increases of  $7\frac{1}{2}$  to  $12\frac{1}{2}$  per cent;  $1\frac{1}{2}$  per cent, on the same basis, for increases of  $12\frac{1}{2}$  to  $17\frac{1}{2}$  per cent, and 2 per cent for  $17\frac{1}{2}$  per cent or more.

"Qualifying percentages in each group are  $2\frac{1}{2}$  lower than for last year. These differences appear slight, but we believe they will enable from 10 to

20 per cent more dealers to participate in the extra-profit plan."

The plan does not apply to items acquired by the Postum Company during the year—although the company reserves the right to include such additional items.

If any of the products listed were not stocked throughout 1928 they will not be considered in the aggregate purchases in 1929.

"In general, the unit of comparison between 1928 and 1929 purchases," he pointed out, "will be the standard case. Where a different unit applies the dealer will be notified. If any changes in pack are put into effect which would invalidate this comparison, the unit of comparison will be the consumer package. If a change should be made in the weight or size of the consumer package, an equitable unit of comparison will be arranged.

"Purchases to be compared in 1928 and 1929 will consist only of packaged products bought for resale and intended for purchase ultimately in original packages by the consumer.

"A record of 1928 purchases has just been mailed to each dealer by the Postum Company and will serve as the basis of comparison.

"Where two or more dealers have consolidated in 1928, or who may in 1929, the combined purchases both before and after consolidation will count in the yearly totals.

"In the case of chain store organizations the comparison between 1928 and 1929 will be based on the average purchases per store in the two years.

"If for any reason a dealer's name is withdrawn from the Postum Company's list, the company will at the end of the calendar year reward him for that portion of the year he was a dealer.

"Pooling of orders is not permitted. This ruling would apply to an order ostensibly from one dealer if the merchandise were actually to be distributed among two or more. The ruling will not apply, of course, to legitimate orders for pool-cars, each participant in which is billed individually.

"Overbuying at any time is unsound. Overbuying at the close of the year for the purpose of insuring participation in the extra-profit plan is not only unsound but a violation

of the spirit of the plan—which is to encourage effective distribution to the ultimate consumer. We urge our dealers to follow these rules:

- "1. So that all orders received may be shipped prior to December 31, 1929, final orders for merchandise to apply on this year's volume must be placed not later than December 16;
- "2. Aggregate orders (for products whose purchases in 1928 and 1929 are to be compared) which are placed by a customer in November or in December, 1929, and which exceed his purchases in the same months of 1928 by more than 35 per cent, will not be included in the 1929 volume on which the percentage of extra profit dividend is based.

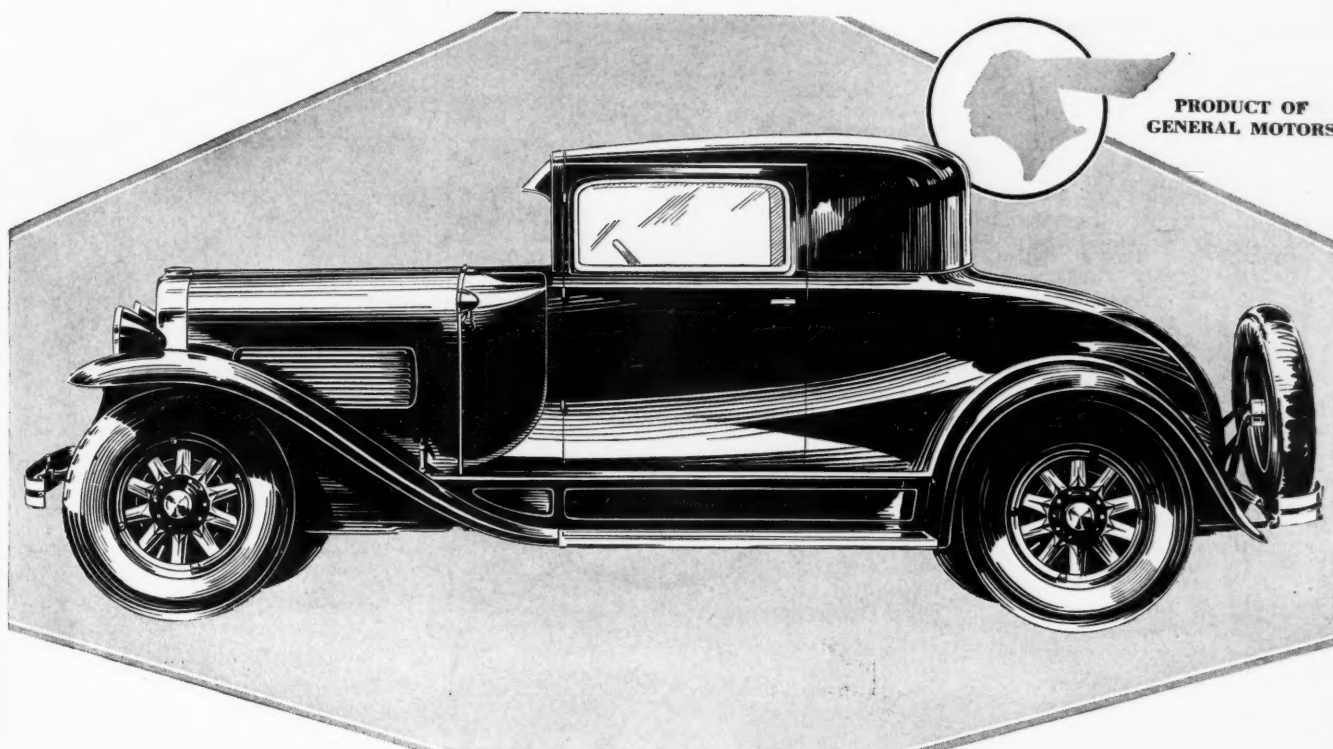
"Although the comparison of 1928 and 1929 purchases will be based on the aggregate purchases of all items stocked throughout the two years, and although a gain on each item is not required, we hope that each dealer who participates will show a gain on each item. It is obvious also that if gains are not registered on each item the task of making an aggregate gain large enough to permit participation in the plan will be greatly increased. "Large volume at inadequate profit is not sound business; it benefits neither the distributor nor the manufacturer. Our extra-profit plan is intended both to reward those who work effectively in behalf of our products and to provide an extra profit which we want our dealers to get and to keep."

All products made and sold by the Postum Company and its associated companies are available under the extra-profit plan.

Patterson Publishing Company, publishers of the *American Restaurant* magazine, have just launched *American Resorts*, a monthly periodical covering winter and summer resort hotels, country clubs, permanent camps and dude ranches.

A. G. Bixby, formerly with the *Seattle Times* as national advertising manager, is now vice-president of American Broadcasting.





# THE NEW PONTIAC BIG 6 \$745

*f. o. b. factory*

## More than ever the right car for the modern business fleet

Backed by three years of constantly growing popularity among owners of business car fleets, comes the newest and finest Pontiac of all—the New Pontiac Big Six.

The New Pontiac Big Six offers greater power. It offers smoother performance due to a new dynamically balanced, counter-weighted crankshaft and the Harmonic Balancer. It offers bigger and sturdier axles—wider springs—new internal-expanding four-wheel brakes, completely enclosed for protection against rain, mud or ice—and many other important points of advanced motor car design, every one of which commends this outstanding General Motors product to the attention of careful buyers.

Not only does the New Pontiac Big Six

offer all these features which contribute to finer performance, greater dependability, lower depreciation and longer life—but it also offers the comfort, ease of handling and prestige-building appearance now demanded in cars used for business. In addition, it provides an entirely new economy of operation—the final quality required to make it, more than ever, the right car for the modern fleet owner.

See the nearest Oakland-Pontiac dealer today and arrange for a demonstration of the New Pontiac Big Six, or write the Fleet Department at the factory. We want you to know more about the New Pontiac Big Six and its many features leading to economical operation and maintenance—and about our attractive Fleet Users' Plan.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN



## Haase Heads National Advertisers; Ogle to Bauer & Black

Albert E. Haase, associate editor of *Printers' Ink* and *Printers' Ink Monthly*, has been appointed secretary-treasurer and managing director of the Association of National Advertisers—succeeding Arthur H. Ogle who will become director of advertising and assistant director of marketing of the Bauer & Black division of the Kendall Company, Chicago, on March 15.

Mr. Haase has been with the *Printers' Ink* publications for the last ten years. Before becoming executive head of the Association of National Advertisers Mr. Ogle was advertising manager of the Wahl Company, Chicago, and a vice-president and director of the association.

The appointments were announced this week by Guy C. Smith of Libby, McNeil & Libby, president of the association.

## Mahin Leaves Collier; Other Heads Change

John Lee Mahin, for three years vice-president of Barron G. Collier, Inc., car card advertising, has resigned.

Several other executive changes were announced by the company this week: W. A. Buckner, formerly secretary, becomes vice-president, and is succeeded by George A. DeVine. C. M. Collier, who has been in Florida, returns to the company as vice-president and treasurer.

Hugh F. Philbin, eastern sales manager, now assumes charge of eastern local and semi-national sales, and Ottocar H. Martinsen, western sales manager, has been placed in charge of western local and semi-national sales.

R. S. Rimanoczy, who has been an account executive of the Bayless-Kerr Company, Cleveland advertising agency, was elected secretary at a recent meeting of the board. Formerly Mr. Rimanoczy was advertising manager of the McMyler-Interstate Company of Bedford, Ohio.

Earl A. Pivan has been appointed advertising manager for the Shwayder Trunk Manufacturing Company, of Denver, Colorado—maintaining plants at Denver and Detroit.

The Davis and Ford Advertising and Sales Service has been established in San Diego by Leonard Davis, sales director, and Albert J. Ford, at one time advertising manager of the American Piano Company, New York.



W. A. Reynolds

## Reynolds to Direct J. C. Penney Sales

W. A. Reynolds and F. W. Binzen, who have been assistants to J. M. McDonald, vice-president of the J. C. Penney Company, in charge of merchandise and sales, have just become, respectively, sales and merchandise managers. Mr. Reynolds will have charge of selling and Mr. Binzen of buying activities.

Mr. McDonald will hereafter confine his work to the executive duties of the organization.

## Sunkist Advertising Gains 50 Per Cent

As a result of an increase last year of 65 per cent in the sale of Sunkist oranges and 17 per cent in lemons, the California Fruit Growers Exchange, W. B. Geissinger, advertising manager, has announced, has increased its magazine advertising appropriation 54 per cent, trade and activities' advertising 31.5 per cent and car card 43 per cent.

Most of the trade advertising will be direct mail—folders and broadsides to wholesalers, retailers, health clinics, hospitals and home demonstration agents.

J. M. Wilson has been appointed belting sales manager of the replacements department of the Russell Manufacturing Company, makers of Rusco brake linings, Middletown, Connecticut. Previously, Mr. Wilson was assistant division manager at Atlanta.

## Public Utility Stores Aid Philco to Better Philadelphia Sales

Radio sets are taking their place beside electric refrigerators, washing machines and other electric household appliances marketed by public utilities companies. The Philadelphia Storage Battery Company has recently placed its line of Philco radio sets in the retail stores of the Philadelphia Electric Company, the public utility organization which serves an important and thickly populated district.

Officials of the utility company feel that radio sets are an important part of the complete electric service in the home, it was explained. While electric refrigeration holds first place in the plans of the electric company for volume sales during the year, radio has been placed second and washing machines fall to third.

Volume sales of at least one-half million dollars on radio sets is the expectation of the Philadelphia Electric Company. The recent announcement that Philco sets had been added to the company's merchandising line brought initial orders of 136 sets in one week. The 160 salesmen of the Philadelphia Electric Company are receiving daily instruction on the installation and operation of the Philco sets from Thomas Nodine, of the Philco company. Each salesman has already been given 3,000 accounts and the force is expected to cover 500,000 homes.

A survey of the entire district is being made by the electric company to learn the radio needs in each of the homes it serves. Special attention is being given to rural districts, where officials feel the radio renders its greatest service.

## Celeron Increases 1929 Campaign

The Celeron Company of Bridgeport, Pennsylvania, maker of automotive timing gears and other products, has increased its advertising appropriation for this year 50 per cent. Magazines and business papers will be the principal media.

The company recently added to its plant facilities and is now producing 4,500,000 timing gears annually. McLain-Simpers Organization, Philadelphia agency, is in charge of the campaign.

Lew C. Snyder, until recently advertising manager of the *Seattle Times*, has been appointed director of advertising for the American Broadcasting Company, Seattle.



**"By Joe!  
it's good to  
smoke Luckies."**

*Felix Count Luckner*

"Lucky Strike? By Joe, yes. Let me tell you. I was cruising in my raider in the South Pacific. It had been damp, rainy weather and every bit of tobacco we had on the ship was mouldy and could not be smoked. We began to be desperate. The men were—what you call—grouchy. Along came an American ship. We captured her and after taking the captain, officers and crew aboard my raider and finding comfortable places for them to stay, I and my officers went over to the captured ship to see if there was anything aboard her that we wanted. We searched her. And what do you think? Under the cushions of a seat in the captain's cabin we found 500 packages of Lucky Strikes! I tore off the end of one and lit it and filled my lungs with it, and By Joe, I was a man again. We had enough for all the crew and we were all cheered up and we all became friends once more. By Joe, I was sorry to sink that American ship that had brought us those smokes. Lucky Strikes, they are wonderful, and my Countess, of course, wishes a fashionable, slender figure. She smokes Lucky Strikes when she is offered fattening sweets. And my life has always been an active one and I must be trim and fit. I love to feel what you Americans call 'peppy.' So no sweets for me. Give me a Lucky Strike instead. By Joe, it's good for us to smoke Luckies."

COUNT FELIX VON LUCKNER

**Note:** Authorities attribute the enormous increase in Cigarette smoking to the improvement in the process of Cigarette manufacture by the application of heat. It is true that during the year 1928, Lucky Strike Cigarettes showed a greater increase than all other Cigarettes combined. This confirms in no uncertain terms the public's confidence in the superiority of Lucky Strike.

**"It's toasted"**

**No Throat Irritation—No Cough.**

Coast to coast radio hook-up every Saturday night through the National Broadcasting Company's network. The Lucky Strike Dance Orchestra in "The Tunes that made Broadway, Broadway."

© 1929, The American Tobacco Co., Manufacturers



Reach for a Lucky  
instead of a sweet.





## First Industrial Drive Next Week to Open New Westinghouse Program

To sell "Westinghouse" to the building industry the Westinghouse Electric & Manufacturing Company will start next week the first of a series of industrial drives, to which most of their 1929 advertising campaign will be devoted.

As announced in SALES MANAGEMENT February 9, it will appear in newspapers of 600 cities—with increases also in business, farm and college papers, and the addition to the list of financial and rotogravure. Six hundred newspapers and 150 business and technical publications will carry the bulk of the program.

In a four months' drive, architects, building contractors, owners and managers will be told of Westinghouse as an institution and as a service, and of the variety of Westinghouse building products, J. C. McQuiston, advertising manager, explained.

Full-page rotogravure advertisements will be run each month in newspapers of thirty-five cities. Two of these advertisements will apply directly to the building industry—the others to fields allied with it. In black-and-white space in these cities there will appear also nine building advertisements, three electrification dealer advertisements and fifteen on appliances and fans.

A second group, of about seventy cities, Mr. McQuiston continued, will be employed in this plan of "localized-national" advertising in the building and subsequent drives, and a third, of about 500 cities, will carry less frequent insertions on the same theme.

Later in the year Westinghouse will concentrate its efforts on the oil and gas, textile and cement and rock products industries.

In addition to these primary activities, the company will continue, as in the past, to advertise specific products—ranging from curling irons to electric locomotives. The campaigns for motors and for electric ranges this year, Mr. McQuiston said, will be especially intensive.

Through them all will run the basic theme—telling "What Westinghouse Is Doing to Modernize the World." It is expected that the campaign will reach 90 per cent of the wired homes.

Edward S. Ridgway has joined the Meadows Manufacturing Company, Bloomington, Illinois, as assistant director of sales. He has been a sales executive with the Utenco Company, Fort Wayne, Indiana, and the Hurley Machine Company, Chicago.

## Ohio May Levy Tax on Chain Stores

A bill to license every retail store—aimed particularly at chain stores—has just been introduced in the Ohio General Assembly at Columbus, under the sponsorship of the Allied Business Men's Association of Scioto County.

For license purposes stores are divided into five classes—ranging from those with an annual business of less than \$12,000 (which would pay \$5 a year), to those with more than \$100,000 (which would pay \$40).

For each additional store operated by the same firm or person the license would be doubled—fees for the second store being \$10 to \$80; for the third, \$20 to \$100; for the fourth, \$40 to \$200, and for the fifth, \$80 to \$400. For each store above five in a chain the fees would be from \$100 to \$750.

## Marland Oil Company Invades the East

The Marland Oil Company, which has hitherto confined its activities to the midcontinent field, has acquired the Prudential Refining Corporation, operating a refinery in Baltimore and fifty service stations in New Jersey, Maryland and Virginia.

The move is part of the company's reorganization program—as a part of which district headquarters will be established in various cities of the country.

The Sinclair Consolidated Corporation has acquired the physical assets of the Puritan Oil Company of St. Louis.

## Squibb Forms New Division in South

A new sales division—comprising Louisiana, Texas, part of Arkansas, New Mexico and Arizona—has just been established by E. R. Squibb & Sons, with W. W. Kelton of San Antonio in charge. District headquarters have been opened in Dallas.

A. Scrivener has been appointed advertising manager of the Ritter Dental Manufacturing Company, Rochester, New York.

Gotham Advertising Company is now located in the Engineering Building, 114-116 Liberty Street, New York.

## Coal Operators Revise Media Plans; Sell 3,700,000 Blotters

With more emphasis on direct mail and poster media and a slight decrease in the number of newspapers, the Anthracite Operators' Conference will start, in April, the second year of their cooperative advertising program, Daniel P. Pierce, vice-chairman of the conference, announced this week.

About twenty operating companies are sponsoring the campaign, Mr. Pierce said, and 12,000 dealers are expected to tie in with it.

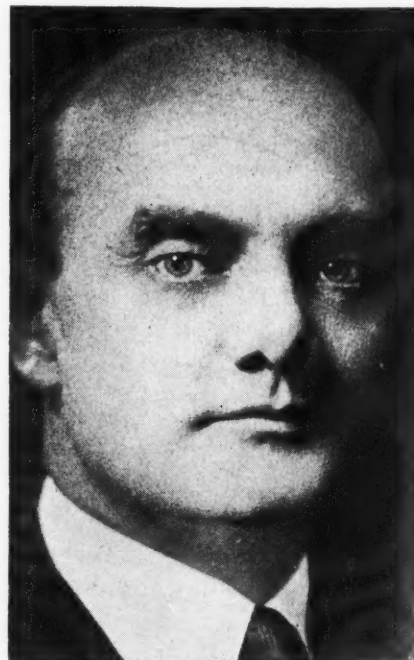
Two thousand five hundred twelve-sheet posters have already been ordered for display by dealers, he added, and 3,700,000 blotters have been purchased by them for distribution among local customers.

Emblems of the conference will be displayed on about 10,000 trucks.

The cooperating companies produce about 45,000,000 tons of coal annually.

George L. Dyer Company, New York City, directs the advertising.

J. Bonham, formerly division manager of Thomas J. Lipton, Inc., has been made district sales manager of Consolidated Automatic Merchandising Corporation, with headquarters in Philadelphia, and Harry L. Powell sales manager of the Sanitary Postage Corporation, a division of Consolidated Automatic.



Lawson Valentine Pulsifer, who has just been elected president of Valentine & Company, makers of Valspar and other paint products.





# The Giant of modern business

**F**ACTS dare not be ignored. Did your company's sales curve climb during 1928? Did the expense curve drop? Did profits increase? Would you be interested in a method of spreading the sales and expense curves farther apart — a veritable Giant of modern business?

Whether these curves speak in terms of millions or thousands, the Addressograph Company has a definite, helpful plan for you in 1929.

Addressographs open the doorway to more profitable sales. They reduce expense. They write names and data on business forms 10 to 50 times faster than by other methods—statements, record forms, shipping tags, pay-sheets, pay and dividend checks, etc., etc. Addressographs keep you in close contact with customers and buyers by speeding letters, circulars, broadsides, etc., into the mail without delays—by cutting to a mere fraction the cost of hand or typewriter addressing—by providing "Customer Control", an automatic system of preventing and reviving inactive accounts.

Discuss this important matter with the Addressograph representative. Or mail the coupon with your letter-head and detailed information will be sent to you.

Sales and service agencies in the principal cities of the world.

**ADDRESSOGRAPH COMPANY, 924 W. Van Buren Street, Chicago**

Canada: Toronto, Vancouver, Montreal. European head office and factory: London, England. Manufacturers of Graphotype Addressograph Dupligrph Cardograph

**Dupligrph**—Prints 2,000 complete letters an hour with name, address, salutation, date and signature—all at one operation—through the same ribbon.

**Model F-2 Electric**—Handles name and data writing on all forms thru a ribbon of any color. Speed: 2,000 to 3,000 impressions an hour!

**Hand Operated Machines**—1,000 to 1,500 impressions an hour! Prices as low as \$20.

**Cardograph**—Produces 1,500 messages on post cards in an hour! Also used for imprinting standard data on forms, etc.

**Model A-4 Automatic Feed**—Addresses an almost unlimited variety of forms for office, store or factory—7,500 per hour—in duplicate, triplicate or quadruplicate.

# Addressograph

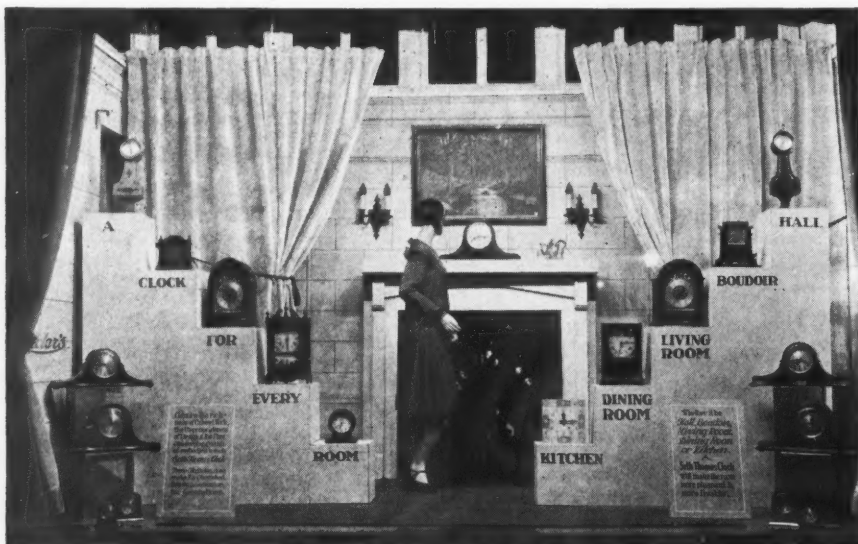
TRADE MARK

PRINTS FROM TYPE

**MAIL WITH YOUR LETTER-HEAD TO**

ADDRESSOGRAPH CO.,  
924 W. Van Buren St.,  
Chicago, Illinois.

Please advise how Addressographs will increase my sales and reduce my operating expense.



## Wins National Clock Contest

A window display dramatizing the slogan of the Seth Thomas Clock Company, "a clock for every room," brought to Elder & Johnson Company, of Dayton, the Master Award for the best clock display of 1928 in a contest conducted by the Clock Manufacturers Association.

This store also won two others of the seven prizes awarded in the master division of the contest. Emigh Winchell Hardware Company, Sacramento; Kimball Upson Company, Sacra-

mento; L. Bamberger & Company, Newark, and Singer's Jewelry Store of Peoria were other winners.

The C. M. Hay Jewelry Store, Coshocton, Ohio, was given first cash award in the November-December seasonal contest for a display on the theme "Home-Keeping Hearts are Happiest." The Clock Manufacturers Association is planning another window display contest for 1929, the plans for which will be announced soon.

## Marmon to Introduce New Roosevelt Car

The new Roosevelt eight, manufactured by the Marmon Motor Company, Indianapolis, will be formally introduced in Europe next month. The new car will be put on the market almost simultaneously in the United States and the Continent — about March 23.

G. M. Williams, president of the Marmon company, and Frank L. Hambly, export manager, will sail for Europe March 1. The Roosevelt car is being shipped to London, where it will be exhibited first. The Marmon executives will then cross the channel and drive the car to Paris. It will then be shown at the International Automobile Show at Geneva, March 14. Berlin, Copenhagen, Stockholm and Helsingfors and possibly cities of Italy and Spain are also on the European itinerary.

W. W. Stillson, formerly southern regional manager of the Marmon Motor Company, has been appointed a special export representative. He will leave immediately for a trip around the world to establish new connections for the company.

## Railway Express Agency Elects Cowie President

R. E. M. Cowie, president of the American Railway Express Company, will become president of the new Railway Express Agency, Inc., which will take over the American's business on March 1.

Other executives of the American Railway Express will, for the most part, act in similar capacities in the new company. Among them will be: W. A. Benson, executive vice-president; Charles A. Lutz, vice-president, general accounting department; W. B. Clark, vice-president and treasurer; L. R. Gwyn, vice-president, personnel department; G. S. Lee, vice-president, traffic department; H. S. Marx, vice-president and general counsel; E. R. Merry, Jr., secretary, all with headquarters at New York.

C. W. Robie, vice-president, operating departments, eastern territory; E. A. Stedman, vice-president, operating departments, central territory, Chicago; C. D. Summy, vice-president, operating departments, southwestern territory, St. Louis; W. G. Smith, vice-president, operating departments, southern territory, Atlanta.

## Hupp Will Discontinue Chandler Line of Cars; Complete Merger

The Chandler line of motor cars will be permanently discontinued and the facilities of the Chandler plant at Cleveland will be devoted to the Hupp Motor Car Corporation, Dubois Young, president of Hupp-Chandler-Cleveland, Inc., announced this week. The Hupp Motor Car Corporation was recently purchased by the Chandler-Cleveland Company — Mr. Young, head of Hupp, becoming president of the merged company.

"The change should take place some time between now and the middle of the year," Mr. Young explained, "as soon as Chandlers and manufacturable material for them now on hand are sold."

"There are no personnel nor policy changes involved. Hupp Motor Car Corporation simply has more manufacturing facilities than it had before and the same officers and executives will carry on without change of titles or duties."

## Allen Heads Clopin Sales Corporation

The Clopin Sales Corporation, controlling the Clopin Company, manufacturers of cod liver oil products, has just been incorporated. John H. Allen, formerly vice-president of the National City Bank, is president and chairman of the board; Rossiter Holbrook of Nelson Chesman Company and Dr. Simon Lubarsky, president of the Regal Drug Company, are vice-presidents, and Victor Pisano, treasurer.

## Advertise Union Ethyl

The Union Oil Company of California is launching a new advertising campaign featuring Union Ethyl gasoline, in 183 newspapers and in business papers and magazines. The company also advertises over the radio from stations in Los Angeles, San Francisco, Portland and Seattle. Lord & Thomas and Logan, Los Angeles, are in charge.

## Buys Havana Newspapers

Moses Koenigsberg, formerly an executive of the W. R. Hearst organization, has acquired the Havana *Morning Post* and the Havana *Evening Telegram*, English-language newspapers, which have been controlled by the Ralph Govin interests.



## On-the-Job McCarthy

(Continued from page 431)

for them, as those who read Mr. Wardell's story in SALES MANAGEMENT a couple of years ago probably suspected. In that article he told about my having quit two or three times. Fortunately, our president is very patient and broad-minded and in each case we were able to reach a satisfactory adjustment."

Mr. McCarthy developed along with the Eureka Vacuum Cleaner Company and he sometimes remarks that this is the only real job he has ever had. That isn't an exact statement, of course, although he has been associated with Eureka almost ever since he attained his majority, fourteen years ago.

Born in Minneapolis, January 17, 1893, one of two children of a railroad conductor, his childhood was interrupted first by the loss of his mother, then by that of his father, resulting in his removal to Crestline, Ohio, at the age of nine to live with an uncle who ran a bakery shop. Young Mac's first experience in selling was gained there when, as a lad, he pushed a handcart around and sold bakery products to grocers, hotels and others. He had plenty of competition, he said.

### Sold Books While a Student

After graduating from the local high school at the age of sixteen, he worked at various occupations for a time and saved enough money to enable him to enter Wooster University. The following spring a publisher's representative visited the university to recruit student salesmen and McCarthy joined the crew. The representative coached them until the end of the school year and McCarthy says he was a mighty good teacher.

During the summer of 1911 McCarthy sold books in Cleveland and made enough money to enable him to return to school in the fall, so he must have been a pretty good salesman even then.

During his next vacation he started selling electric cleaners and was soon given charge of the electric cleaner department of a department store in Erie, where he remained for a year, when he was transferred to Minneapolis.

In October, 1913, the sales manager of the company with which McCarthy was associated became general manager of the Eureka Vacuum Cleaner Company and promptly gave McCarthy the distributorship for several

states. He made good money for a year, then the company cut the price to the consumer but did not give McCarthy a commensurate reduction in his purchase price, so he quit.

He was away only a few months, however, during which time he sold stocks and bonds, when Fred Wardell, founder and president of the Eureka company, engaged him again as a traveling representative at a salary of \$23 a week and expenses and sent him to Baltimore to line up dealers.

In Baltimore McCarthy showed his real calibre. He went to the Consolidated Gas and Electric Light Company and proposed to sell them a



"They ordered two dozen cleaners and Mac sold them—door to door, of course."

lot of Eureka vacuum cleaners and when they objected that they couldn't sell them he proposed that if they would give him an order for two dozen cleaners he would go out and sell them. They couldn't very well refuse that offer. They ordered two dozen cleaners and Mac sold them—in the usual way, of course, door to door. Then they ordered two dozen more and he sold them. He stayed there until January, selling on a resale basis.

"That account has since sold around 50,000 Eureka's," Mr. McCarthy said, "and during all these years it has never sold any other electric cleaner."

From Baltimore McCarthy moved

up into New England and continued to line up new accounts and get them started in the same way. He would sell an order of cleaners, then go out and resell them direct, train a sales force for the dealer, and nurse him along until he could go it alone. He was in reality field sales manager, as he had full authority to sign up dealers, make terms with them, determine their territory, and do much as he saw fit generally. His resignation was submitted during this time because the home office interfered with his arrangements in one city without so much as consulting him on the matter. It was then that he was made general sales manager. In the meantime his salary had been increased to \$300 a month.

This continued until he enlisted for service during the war.

While he was still in France the company notified him that he had been elected vice-president and general sales manager, secured his immediate release (the Armistice had been signed), and sent him to England to reorganize the foreign business.

### Returned in 1919

His return to Detroit in 1919 was followed in 1920 by the depression and the introduction of the direct sales plan already discussed. As soon as the sales organization began to function properly, sales began to climb and continued to climb rapidly until Eureka dominated the industry. This company continues to sell about one-third of all the cleaners sold in America, notwithstanding the increase in competition in recent years.

In the meantime, President Wardell, wishing to reward several of his executives and to give them an added incentive to build with him for the future, several years ago distributed to five of them, including McCarthy, each a block of stock and let them pay for it out of dividends.

When, in May, 1925, the company "split a melon" and listed its stock on the New York Curb Exchange, McCarthy, who was then 32 years old, was generally recognized as a millionaire. The stock has since been listed on "the Big Board" and has appreciated considerably.

Mr. McCarthy believes, for good and sufficient reasons, that there are great opportunities in selling.

### Stone Waldo Advanced

A. Stone Waldo has been appointed San Francisco manager of the national advertising department of Scripps-Howard newspapers. Until recently he was manager, national advertising department, San Francisco News.



# “WIFE”

**ALL ESTIMATES OF SPENDING:** Estimates of what the American people spend in automobiling are always interesting because of the tall figures they deal in and their relation to the family budget. According to the latest analysis, by E. P. Blanchard, statistician of the Bullard Company, makers of automobile machinery, the total for 1929 will approximate ten billion dollars. This includes the following items:

Passenger cars and trucks . . . . .	\$5,400,000,000
Accessories and replacement parts . .	1,200,000,000
Gasoline (last year) . . . . .	2,172,000,000
Tires, replacements (last year) . . .	1,000,000,000

It is assumed here that 6,000,000 motor vehicles will be sold at an average retail price of \$900, a fairly strong order. But even if achievement should fall somewhat short of this goal the dent in the consumer's dollar made by the industry which keeps so many of us a wheel will not be invisible to the naked eye. If we accept the current estimate of the national income, ninety billion dollars, it would seem that speeding up our road pace is costing us considerably more than one-eighth of all we spend, allowing fifteen billion for surplus. All things considered, there is better reason for believing that we make more and spend more than is generally credited to us than that our accelerated locomotion is less expensive than the estimates indicate. Exaggeration has long been ascribed to us as a national habit, and in some ways we are undoubtedly prone to draw the long bow. But when we attempt to set metes and bounds to the national buying power we are inclined to assume a habit of modesty which, however becoming, is likely to be decidedly misleading. Probably we shall not know the truth about this till the tally of the national census of distribution is before us.

**CREDIT CONTROL:** The National City Bank, New York, devotes a good part of its February circular to dangers growing out of call money loans by industrial corporations. A year ago three-quarters of brokers' borrowings were from banks, the remaining quarter being from "others"—corporations and foreign lenders. Today the banks supply little more than half the total, and loans from "others" have been growing at such a rate that, if there is no change, they will soon be preponderant. As a matter of fact, they are probably at that point now, since much of the money credited to out-of-town banks is transmitted by them for the account of customers. The argument of the City Bank rests on the fact that the Federal Reserve Board was created primarily in the interest of commerce to stabilize and regulate the flow of money, thereby eliminating the perils of congestion and ill-advised credit

expansion. Every dollar lent outside the direction of the banks, the City Bank declares, tends to throw the administration and distribution of credit back into the state of semi-anarchy which existed before the Reserve system was established. There is strong temptation to make quick and easy money by lending idle funds at a high rate of interest without risk of loss, and subject to speedy recall. But profits of this kind are a poor offset to the losses that would ensue from such general business disturbances as would be caused by serious derangement of the existing credit supervision. The City Bank gives emphasis to this view by mentioning a few large corporations, "the very aristocracy of American industry," which on principle have consistently held aloof from the call money market, thereby setting "an example of sound business policy." The attraction of good company may not be strong enough to overcome more practical immediate advantage, but it will be surprising if the appeal to wise business practice proves wholly ineffective. Corporation loans in the call money market began to be very conspicuous only last year. The volume of them grew as attention was directed to the situation, thereby notifying corporations in general of the opportunity to put their surpluses at work. With better understanding of the facts it is probable that prudent counsels will lead to re-examination of the whole subject and revision of policies now under discussion, which is too often ill-informed.

**INDUSTRY'S DEBT TO SCIENCE:** More than personal friendship lies behind Henry Ford's gift of five million dollars for a Thomas Alva Edison museum and technical school to commemorate the inventor's "unparalleled life of achievement." Mr. Ford is not without mechanical ingenuity himself, but what has distinguished him is his ability to put at the disposal of the masses of the people the most useful fruits of applied science and engineering skill. It is the practical business man that has paid tribute to Mr. Edison as a notable incarnation of ideas which inspire the constructive imagination of manufacturers alert for opportunity to enhance the standard of living. All the more impressive is the testimonial because of the fact that Ford's work is not directly concerned with Edison's major creative enterprises. The car builder, like most successful men, sees the value of the general principle even when its particular application is not of primary consequence to himself except as one individual among many. The incident is suggestive. We live in an age of specialization, and are inclined to find advantage rather than handicap in the single-track mind that concentrates in spite of temptation to divergent interests. Mr. Edison's own versatility as inventor and observer of human affairs marks him as a conspicuous example of great scientific ability nourished by broad sympathies. In Mr. Ford's recognition of his friend's contributions to human welfare we get a clue to the far-reaching influences that feed dynamic power in industry.

# He wouldn't have listened . . .

## *but he certainly stopped to look*



Buyers relish sales movies presented by new Eastman method of Ciné-Selling. For details, send coupon.

*Whether you sell a commodity, a service or an idea, you can show it strikingly in movies with the Business Kodascope.*

**Y**OUR representatives daily meet this kind of buyer. Salesmen keep him in a state of siege. Seldom has he time to hear their pleas completely. Rarely does he give such keen attention that their talk becomes a vivid, recallable, mental image.

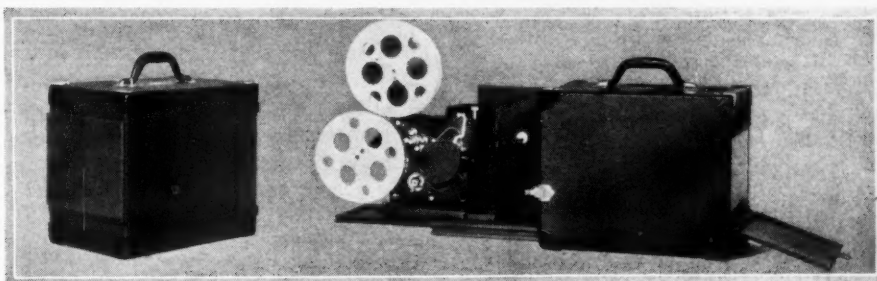
But he welcomes the man who brings movies. Every minute of movies is full of seizable ideas. Movies thrust the argument straight through the eye to the brain. Movies offer the mind a ready-made picture—the very picture that you want your prospect to remember as a reason for picking your product.

Such movies have suddenly become practicable, with an ingenious new projector by Eastman. A projector that's all set in a jiffy, right on the desk. No shifting of furniture, no pulling of blinds. Quick, simple. A sure-fire method of impressing the buyer with the reasons that recommend your proposition.

### *Specialists Produce Gripping Movies for use in Ciné-Selling*

Write for names of producers skilled in creating commercial motion pictures. A specialist will see striking possibilities in whatever you have to sell. He will tell you that Eastman's new projector has made movies easy and convenient for the salesman.

Business Kodascope is for 16 mm. films (usually reduced from 35 mm. originals) and



*Business Kodascope quickly closes in case 8 x 11 1/4 x 14 inches. Weight 19 lbs. Designed expressly for the salesman.*

### **What is your selling problem?**

*Have you a merchandising program to present? or a service for sale? or a product that can't be demonstrated in an office? or a mechanism with hidden merits? or a statistical story? or distributors to instruct?*

*Whatever your perplexity may be, a professional producer of commercial motion pictures can quickly plan a convincing movie for you to show with the Business Kodascope—the latest aid to effective salesmanship.*

shows a bright, clear picture to one person or to a group. Embodies every feature that the salesman wants. Yet the price is but \$90.

Let us send you complete details about this latest device and what motion pictures can do for your sales. Mail the coupon today.

-----  
EASTMAN KODAK COMPANY, Rochester, N. Y.

Please send me

**"The New Way to Greater Profits—Ciné-Selling"**

Name.....

Title.....

Firm.....

Address..... S. M. Feb.

# *The Eastman* BUSINESS KODASCOPE



## "I'm Just a Bit Peeved"

(Continued from page 446)

stand me, that may not apply to all manufacturers and their dealer representatives. But it has been so apparent in my particular case that I'm inclined to believe it's an almost universal failing. I've no evidence that it isn't. But I have these instances, at least, to prove that it is:

Advertising sold me an electric refrigerator. Fine! It's a wonderful help and I wouldn't be without it! Quality—the best. Price—all right. Efficiency plus:

What happened after I had signed on the dotted line? Why, the local distributor dropped me like the proverbial hot cake. True, his salesman came 'round the day they put it in to see that the installation was O.K. He thanked me for the order and was very nice about promising me all sorts of service. Yes, he'd come around occasionally to see that everything was working all right. Did he come back? He did not!

### All He Sent Was a Bill

Did the distributor or the manufacturer of the electric refrigerator, which represents a fairly large outlay of real money, write me a letter of thanks or pay any attention at all to me? He did not. The only time I ever heard from him directly was when he sent me a bill—I think it was for \$6—for moving the refrigerator from one place to another. Oh, yes, I forget for the moment. He did write me once raising Cain because my installment was two days overdue!

Like every other woman, I appreciate a bit of attention—especially when I have put enough confidence in a manufacturer and his product to invest several hundred dollars in it. Frankly, the neglect hurt my pride. It isn't every day I go out and spend so much money. And when I do I want someone to at least write me a note of thanks in appreciation—to make a bit of a fuss over the purchase. And in this respect I'm just like thousands of other women.

I bought an automobile, too. One in the \$2000 class. Did I get a word from the distributor thanking me for the order? I did not. True, I got the regulation 500 and 1000 miles inspection. But that was all. Not a word of "welcome to our midst." Not even a card. Nothing!

But—the distributor is all attention now. Yes, indeed. He telephones occasionally—sends me a pamphlet or a card inviting me to his

showrooms—promises me the "well-known Blank Company service" and then some! Why this outburst? There's a new Blank car on the market and he wants me to trade-in my this year's model for next year's car. Will I trade it? I will not.

I'm just a bit peeved at the distributor and the whole Blank organization because in the months that intervened between the time I bought the car and the date of the "new showing" he has shamefully—I feel—neglected me and not once did he write or telephone or drop in to say "thanks" for the order or "how's the car working?"

His alibi will be, likely, "Well, I'm sorry. Of course we are always willing to take care of any adjustment," etc., and so forth. But—that's not the point! The manufacturer of that car spent a lot of good money to develop my good will to a point of purchase. And after I was sold, he and his distributor took the attitude of letting the car itself keep me sold. But—I'm a woman and women, you know, like to be flattered. It's a failing, perhaps. But it's a fact nevertheless. A little note of thanks would have done the thing, nicely.

### Didn't Appreciate Her \$1,000

Another instance: I bought a radio receiving set, paying somewhere near \$1000 for it. The dealer installed it and, through his salesman, promised me all sorts of service until "it works entirely to your satisfaction, madam." Again, no word of thanks—no appreciation of the confidence I had put in the manufacturer, the product and the dealer who sold it.

Several times I tried to get some of the service he promised before I bought the machine. I got it—yes. But in the first instance it was three days after I had made the request. And in the next instance it was eleven days. Plus \$7.50 for a ballast tube and another few dollars for amplification tubes.

But—again—another hurt to my womanly pride because I never have received—from the manufacturer or the dealer—the slightest word of thanks or a mere mention of appreciation. And I presume I never will—until I'm in the market for another set.

Mind you, I'm not complaining about anything at all in your advertising and merchandising set-ups except your entire lack of personal attention.

And that makes any woman cross. You are all ears when we want some little service *before* we purchase what you have to sell. But *after* we've bought it—that's something else again.

Of course, I don't expect you to write me a note every time I buy some breakfast food or a can of sardines or some soap. But I *do* expect you to give me a thought when I've invested several hundred dollars in your merchandise. Even your jobbers and dealers get that attention. And how much more important to you is *my* good will and the good will of millions of other American women? We're the ultimate consumers. When we buy you prosper.

### One Reply Out of Twelve

Even on the radio chains you give me only very meagre attention. I've written to the manufacturers of twelve nationally advertised products for booklets and such things you offer over the radio and only in *one* instance have I received a reply within twenty days after the request was mailed. That's a fact! One manufacturer answered me in exactly four days and that bit of attention has created a larger feeling of good will in my mind for his particular product than anything I have read in his advertising or heard in his radio presentations. It was so unusual!

Now, just before closing; if you manufacture a product that appeals to women, especially if that product represents a financial outlay close to \$100 or more, for heaven's sake write your woman purchaser a note—or have your local dealer write it. Nothing is so conducive to larger good will than the feeling a woman has that her selection of *your* merchandise is of importance enough to you to have you thank her for her confidence. A letter or a card costs *so little*. But it means *so much* to the average woman, who certainly will go out of her way to impress her friends on the quality of your merchandise and your service.

### Juice Extractor Campaign

A national magazine advertising campaign featuring Holmes juice extractors and California juice extractors, products of the Holmes Manufacturing Company, Los Angeles, is being prepared by Logan & Stebbins.

The Powers-House Company, Cleveland agency, will be located in the Terminal Tower after March 1. The Cleveland office of Simmons-Boardman Publishing Company will also be located in the Terminal Tower.



Read carefully—and intimately  
—by Collectors of Antiques,  
Rarities and Works  
of Art



THE appreciative audience of *The Antiquarian*, with means to buy whatever fancy craves, finds this unusual medium authentic and interesting, and gives exceptionally close scrutiny to its advertising pages.

Dealers in *objets d'art*, frequently selling for fabulous sums, find it an ever profitable market place in which to display their wares, month after month—year after year.

The *Antiquarian's* record as a *class sales medium* offers conclusive proof of its power to sell continuously for its old advertisers, as well as to attract new business—on merit alone.

Volume of advertising and definite *Sales Results* testify to its dominant position in the Antique field.

*Current issue and complete information sent  
upon request and mention of Sales Management*

**Antiquarian Publishing Co., Inc.**

Graybar Building—420 Lexington Ave., New York, N. Y.

Boston, Mass.: - - 1244 Little Building



## Loose Leaf COVERS *that attract*

**T**HE selling power, prestige and long life of Loose Leaf Catalogs is recognized by leading advertisers—the reason so many new editions are making their appearance in Loose Leaf Form. Catalogs put up in attractive, conveniently operated binders, convey the right impression and get the attention of the recipient. New commodities may quickly be added and prices changed at will. If you have a Sales Message—Catalog, Advertising Portfolio, Sales Manual or of any other character, its value can be stimulated by making it a Loose Leaf edition.

### *May We Send This Booklet?*

A large variety of types and styles of covers is illustrated in our Booklet No. 125. It shows covers for every conceivable purpose—covers that are out of the ordinary, suitable for Catalogs, Manuals, Advertising Portfolios, Price Lists, Sample Books, Photographs, etc. It also describes our "Super Finish" method of embossing and coloring for high-class editions.

*Send for your copy today*

**The**  
**C. E. SHEPPARD CO.**  
LOOSE LEAF COVERS  
273 Van Alst Ave.  
LONG ISLAND CITY, N. Y.



## Business Indices

Discussion of the credit situation still dominates owing to the outgivings from the Federal Reserve System authorities. But except for advances in bank acceptances, bringing the rate for them well above the rediscount rate, and rapid fluctuations in the call money rates, there are no new developments. Comment indicates a growing disposition to accept the view that as far as expansion of brokers' loans is concerned, new flotations for business purposes are a commanding factor. The large number of extremely favorable corporation income statements for 1928 seems in some measure to account for the surplus available in the call money market. A good deal of attention was attracted by the January figures of new life insurance showing record volume for that month and gains in employment and factory payrolls. Freight car loadings were well above last year's.

## Total Transactions

Bank clearings in the large cities during the five-day week ended February 13 totaled \$11,778,000,000, a gain over the same week last year of 30.4 per cent. Outside New York the increase was 4.8 per cent, fifteen cities among twenty-three reporting advances. Debits against individual accounts were up 31.8 per cent, the districts outside New York being ahead 8.1 per cent.

## Employment

The Bureau of Labor Statistics reported that the weighted index for employment in manufacturing industries in January stood at 94.5, compared with 97.7 in December and 91.6 in January, 1928, an advance over the previous January of 3.9 per cent. Payrolls gained 5.5 per cent, from 89.6 in January, 1928, to 94.5 in January, 1929, the per capita increase being 1.5 per cent. Sixty per cent of the industries showed gains, notably automobiles, tires, machine tools, agricultural implements, brass, electrical machinery and iron and steel.

## Margin of Profit

Commodity prices made a good recovery, the Irving Fisher index rising from 97.1 the week before to 97.6.

## Credit Conditions

Call money rates ranged from 7 to 10 in an excited market, and there was some stiffening of acceptance rates. Time money held steady at  $7\frac{3}{4}$  to 8, commercial paper at  $5\frac{1}{2}$  to 6.



## Retrieves All But 15 Per Cent of Lost Customers

(Continued from page 441)

the brake-setting job had been billed, but, according to his idea, never had been performed. This he considered rank robbery, which caused him to swear he would never patronize Braley and Graham again. However, when he was assured that it was not the company's intention to thus neglect his shop work, and that he would be credited with the amount charged for setting the brakes, he then calmed down, offered the service man a cigar, and told him to take the car down to the shop and see what it needed.

"It needed exactly \$52.70 worth of overhauling, and a month later that amount was exceeded by even more overhauling required after two years of constant use.

"In our present greatly restricted service quarters we are able to recover but 85 per cent of lost trade in this way, due to the fact that the other 15 per cent that we consider retrievable under favorable conditions goes elsewhere because we have not the present facilities to make quick service possible.

"So today, we service 85 per cent instead of 60 per cent of our potential trade . . . and in the new, larger building which we expect to occupy very shortly we feel confident that with this sort of aggression we will be able to retrieve the remaining 15 per cent.

"We have two other kinds of automatic check-up on car owners. One requires that every salesman make three personal calls on car purchasers within a period of two months, to see that everything is quite satisfactory. The other provides for a twice-a-year phone call to the car owner's wife, to assure her that this firm is interested to know if she, too, gets complete satisfaction from the car."

## Why Every National Cash Man Must Learn Sales Talk

(Continued from page 429)

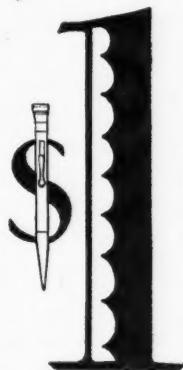
both of 3,000 salesmen throughout the world and work from the basis that we want our own message and not the diversified messages of these three thousand salesmen delivered to the prospects for our various devices.

This is why our management requires every selling representative to know our standard approach and demonstration. As an evidence that the plan pays, 48 per cent of all salesmen trained in our sales school during the last six years are now in our ranks.

## The "Amber Jack"

You Give

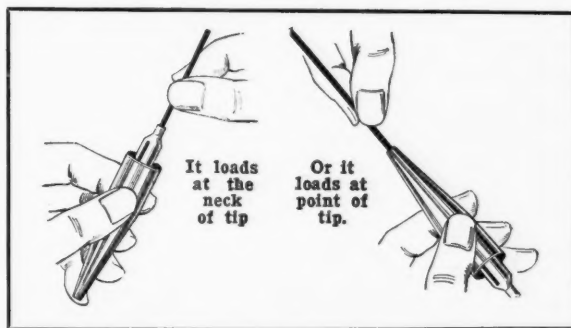
is the  
Pencil  
he would  
BUY



Friendly hands that bridge the gap are the hands that give and the hands that guide the Dur-O-Lite "Amber Jack." FRIENDSHIP and GOOD WILL are important business assets and the Duro-O-Lite "Amber Jack" has proved its worth in every field. You can be sure that every hand in which you place an "Amber Jack" will be a friendly hand for "Amber Jack" is built to make and keep friends. Its flashing

metal trimmings, plus a perfect balance and writing ease which mechanical perfection imparts, make lasting friends for "Amber Jack."

*You'll profit by making "Amber Jack" your representative between calls — for "Amber Jacks," in friendly hands, sign orders*



## Dur-O-Lite Pencil Company

4541 Ravenswood Ave.

Chicago, Ill.

Eastern Sales Office:  
26 Cortlandt St., New York

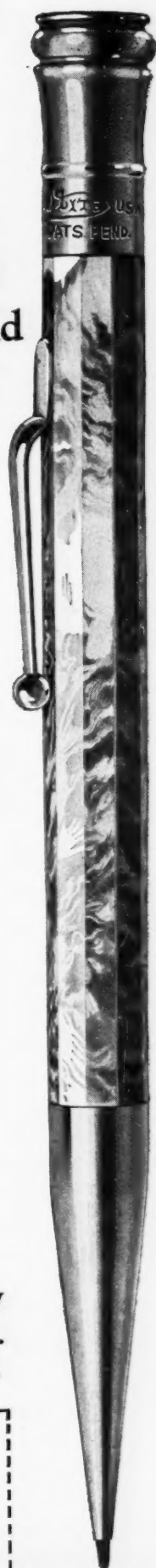
Western States Representatives:  
A. L. Jones, Inc., San Francisco

**This Coupon for Your Convenience**

DUR-O-LITE PENCIL CO.,  
4541 Ravenswood Ave., Chicago

Please send us complete information concerning Dur-O-Lite Pencils as a help to Sales Organizations.

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Attention of .....



# These Boston Jobbers Demand Price Protection

BY BERNARD G. PRIESTLEY

**P**RICE protection for the retailer and fair dealing for themselves.

This lone sentence sums up what two of the leading wholesale grocers of Greater Boston seek from the food manufacturers and packers of standard groceries and packaged meats with whom they deal.

These firms are Webster, Thomas Company and Eldridge, Baker & Company. Incidentally, it should be explained at the outset that both of these concerns cater particularly to the independent grocer. In fact, this is the only field open to them because the big chain stores and cut-price markets, of which there are a great number in Greater Boston and New England, buy directly from the manufacturers and packers.

## Price Protection Vital

Since the situation is such, both concerns, in common with other wholesale houses in similar circumstances, find it not only essential but vital that they obtain certain forms of price protection. Their policy in the way of protection is that, generally speaking, they cannot do business with manufacturers and packers who seek to get business from the independent grocers through them, but who at the same time also sell directly to the chain stores and cut-rate markets at prices considerably lower than the independent grocers can obtain.

In citing an actual example of the type of firm with which Webster, Thomas Company finds it advisable to deal, Edward M. Neilson, general manager of the company, named Green & Green, of Dayton, Ohio, manufacturers of Edgmont crackers.

When this concern first offered its crackers for distribution to the retail trade in Boston and New England, Mr. Neilson pointed out, it agreed to restrict its selling to wholesalers like Webster, Thomas Company, who cater to the independent merchant.

He said that the company established and agreed to maintain a discount rate which chain organizations and similar stores would not accept. Furthermore, the company agreed to keep up the high standard of quality which its products enjoyed when first introduced to the New England field. It also agreed to make special efforts to see that deliveries were made

promptly and in a satisfactory way. All these promises, he stated, the company has kept rigidly.

As can be readily seen, this plan protects the independent grocer from cut-price competition on Edgmont crackers.

George A. Hormel, of Austin, Minnesota, packer of whole hams in cans, is another concern with a sales and manufacturing policy that wins the approval of Mr. Neilson. This policy is similar to that of Green & Green in that it protects the independent grocer from cut-price competitors.

He said that Webster, Thomas Company agreed to handle these hams on a promise that they would not be sold to others—wholesalers or retailers—at prices below those charged to Webster, Thomas. Hormel has lived up to the agreement precisely.

Moreover, there are other important factors which help to make it desirable from the Webster, Thomas standpoint to push Hormel hams. For instance, they are packed attractively and effectively, helping to create in the consumer's mind the impression that she is getting a quality product. They are delivered when the company promises—a very important detail in these days of hand-to-mouth buying. They are made easier to sell because the company keeps them constantly in the mind of the public through advertising.

## Can't Do Business Like This

And here is an example of a concern with which Webster, Thomas finds it impossible to deal: This company put on the market a product which became a success almost immediately. When the makers agreed to sell it at an established price, Webster, Thomas, in common with many wholesale grocers, pushed it whole-heartedly. Independent retailers, protected on the selling price, did likewise. It looked as though the product would prove a sensation.

Then apparently the company became dissatisfied with the volume the wholesale trade was obtaining on the product. The company began selling through additional channels. Worse still from the wholesaler's viewpoint, it began cutting prices to volume buyers. Result: The product found its way to cut-price shelves. Unable

to meet this competition, independent dealers stopped pushing the article. Finally, Webster, Thomas and other wholesale houses catering to the independent store were obliged to stop selling the product.

Sales to the volume buyers were heavy, Mr. Neilson pointed out, but not sufficient in quantity to carry the concern in a prosperous condition without the support of the wholesalers. The firm fell by the wayside and a larger company swallowed it up.

George S. Monks, sales manager for Eldridge, Baker & Company, declared that his house requires protection by manufacturers similar to that asked by Webster, Thomas Company. He pointed out, however, that since Eldridge, Baker & Company is principally a private-brand house, its problem of obtaining protection is somewhat different.

## Trouble from Small Jobbers

He said that the small jobber, with an office "under his hat," or, at best, desk room, causes most of the difficulty. The latter goes about his business by finding a customer in need of a commodity first, then by finding a manufacturer to fill the order. His business is done with a fountain pen and paper as practically his only overhead in addition to his labor.

Since the small jobber of this type has much less expense than the larger houses with intricate organizations, he is able to sell at lower prices and his customers are able to undersell their competitors.

In order to cope with this type of a jobber, Eldridge, Baker & Company finds it essential to ask the manufacturers not to sell to him. If manufacturers continue to sell to such jobbers, Eldridge, Baker & Company generally finds it advisable to stop distributing these manufacturers' goods.

While Eldridge, Baker puts out 70 per cent of its goods under its own label, it does not insist that such a procedure shall be the case without exception. Edgmont crackers, for example, are marketed under their own brand name.

Among the concerns which, being principally interested in the inside of the can or package and not in the outside, are willing that the Eldridge, Baker name shall go on the label are



the Premium Malt Products Company, Chicago, makers of syrups, and the Cruikshank Products Company, of Pittsburgh.

## When the Postman Whistles

(Continued from page 424)

speaking this is what has happened frequently in the lumber industry. As in other industries, overproduction of lumber and unregulated competition have aggravated the situation. Loose distribution methods have too often led buyers to believe that more stock was offered for sale than was actually available. Through such a practice, the manufacturer cannot avoid competing with himself, and that is an outstanding reason the lumber industry has had more than its share of profitless prosperity.

There is little the wholesale lumber industry can do to control production, but it is vitally interested in selling. Recognized leaders in manufacturing and in wholesaling lumber recently conferred on means of improvement, arriving at this conclusion:

"The manufacturer who does not maintain a direct representative in any particular territory should make mutually satisfactory arrangement with a reliable wholesaler for the distribution of his territory within such territory. A manufacturer making such a connection should cease to distribute his price and stock lists in the territory covered by the wholesaler, thereby avoiding competition with himself."

To be successful, the recommended policy depends upon the individual application, but it is nevertheless, a clear statement of policy. The lumber wholesaler appreciates the fact that he cannot avoid his responsibility in promoting sound distribution methods. His assets are personality and service plus financial responsibility. A wholesaler with these qualities is as firmly established as the manufacturer or retailer.

The wholesale lumber dealer wants it made clear, and sound economics will bear him out, that there is the inevitable cost of wholesale distribution which cannot be eliminated by anyone who assumes his function. He has confidence in his own position and knows he can perform the distribution function at the lowest cost commensurate with the character of the service.—*W. W. Schupner, secretary and directing manager, National-American Wholesale Lumber Association.*

Curtis W. Van de Mark of the Health-O Quality Products Company, Cincinnati, has just been elected president.

# Announcing

## The Appointment of a NATIONAL REPRESENTATIVE

for the

Exclusive Distributors Association  
of United States, Inc.

## House-to-House Distribution

What do you do?

How do you do it?

What guarantee do you give?

How much does it cost?

Can it be practically tested?

These are common inquiries from advertisers concerning House-to-House Distribution. These inquiries have been increasing at a notable rate recently, as advertisers seek more diligently for product-moving advertising media.

To answer these inquiries fully, intelligently, we have just appointed National Representatives—an organization of advertising men who can talk your language, answer your questions, give you real help.

Every advertiser should have the story of House-to-House Distribution in his files for the same reason he keeps posted on all other media.

Send the coupon for the general facts every advertiser should have, and judge from them whether detailed information will be of further interest to you.



The Exclusive Distributors Association of United States, Inc., is an organization including in its membership distributors of standing throughout America. The financial strength, the character, and the will to back every promise made are present. The officers are: Will H. Weaver, South Bend, Ind., President; S. V. Hensal, Akron, O., Vice-President; George Altman, Columbus, O., Secretary-Treasurer; B. R. Craycroft, Fresno, Cal.; Herbert H. Hummel, Newark, N. J.; J. C. Russell, San Antonio, Tex., Directors.

GEORGE ALTMAN,  
Exclusive Distributors Association,  
139 E. Rich St., Columbus, O.

We are interested in the facts of House-to-House Distribution. Send information without obligation to us.

Name ..... Address .....  
City ..... State .....

## BINDERS

### FOR SALES MANAGEMENT and ADVERTISERS' WEEKLY

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book. Made of heavy, durable material and bound in SUPER-FINISH ART LEATHER.

Price, \$2.00 each, postpaid

SALES MANAGEMENT AND ADVERTISERS' WEEKLY  
420 Lexington Avenue  
NEW YORK CITY

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# Company Officers and Owners Like the Weekly Best

"I don't have time to read" is a frequent complaint among manufacturers—but they will take time, make time, to read something really worth while. Since Sales Management became a weekly the net paid circulation among Chairmen of Boards, Owners, Presidents, Vice Presidents, Secretaries and Treasurers has increased more than 12 per cent.





## When the Buyer Says: "There's No Demand for Your Line"

(Continued from page 436)

"Why—er—it's a window decoration."

"I want to buy it," the gentleman pursued. "How much is it?"

"But I can't sell you that one. I will have to order one for you."

"Then order a dozen," the man announced. "In all colors."

That was the beginning of the orders on the colored glass. Before the end of the week seven sets of six in each set had been ordered by passing customers drawn in by the window display. Mr. Aitchison decided to buy one gross at the import house. At the end of the month that gross was gone and he had ordered two more gross.

In retailing this glass all the colors except the red are sold at \$2.50 each. The red, because it has more gold in it, thus spreading the color (unlike most red glass) evenly throughout and not merely confining it to the top layer, retails for \$3.50. Sets of six, including one of each color, are sold for \$15.00 per set.

"Other than paperweights, the largest orders on the glass are for souvenirs at men's dinners where they are a decoration to the table and at the same time a pleasant token for the men to carry home," said Mr. Aitchison. "The women who buy them tell me they use them as centerpiece ornaments on dining-room tables. Then, once in a while, a crystal-gazing nut comes along, picks up a diamond-shaped glass and imagines all sorts of pictures inside of it. One of them was in here the other day, a Turk, I think he was, and after he got a piece of the glass in his hand and began looking into it he said he saw a stream and a tree and I don't know what all. He refused to let me take the glass away from him to wrap it up for fear I would change it for another one, but paid his money and went out clutching it in his hand."

To date Aitchison and Company have sold over three hundred pieces of this glass. Needless to say, they have decided to make this sideline a permanent one, although less than a year ago a novelty like this was undreamed of for these staid opticians.

### Expand Garter Market

The Sidley Company, Sid Levy, president, San Francisco, garters, will soon begin national advertising through newspapers, business papers, direct-mail and radio. Copy is placed direct.

# RELIANCE



# REPRODUCTION CO.

## PHOTO-ENGRAVERS

LINE

HALF-TONE

BEN-DAY

3 & 4 COLOR PROCESS

OPERATING 24 HOURS A DAY

240 WEST 40<sup>TH</sup> STREET  
NEW YORK CITY

LONGACRE ----- 1770

## Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

# INCREASE SALES 5%

*without added expenses*

Don't add more salesmen. Give your men, and your distributors' men

## SENSIBLE SALESMANSHIP

By Chas. L. Low

This work is increasing sales for many firms. No inspirational hokum. Sound principles of good selling, simply expressed, so salesmen read it, study it.

How to study buyers, how to plan presentations, how to meet price difficulties, competitive conditions. Work the result of years of sales training for foremost companies.

Course complete in 12 units. Units issued monthly.

### Examine Books Free

Send \$1 for first four books—*What's the Matter With Selling?*—*The Three R's of Salesmanship*—*What the Buyer Hears—A Simple Way to Study Buyers and Markets*. Books sent postpaid. Money returned if you do not find them most helpful material yet for salesmen.

Chas. L. Low, Inc.

612 N. Michigan Ave.

Chicago

## The Taxi Weekly

Covers the Whole Cab Industry

New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.

National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.

Published in its Own Printing Plant at  
54 West 74th Street—New York City

## FREE

If you are tired of groping for words that accurately express your thoughts, write for a free copy of

### "How Dr. Johnson Would Marvel,"

which shows how you can have instantly available the exact word for your every shade of meaning.

HISTORICAL PUBLISHING CO.

Dept. SMX, 1334 Cherry Street Philadelphia

**SAMPLE AND CARRYING CASES**  
"MADE RIGHT"  
**Help Sell Goods**  
**Knickerbocker Case Co.**  
2324 No Crawford Ave. CHICAGO, ILL.  
ESTABLISHED 1900

## Extra Copies

If you want extra copies of this issue please order promptly as our supply is frequently exhausted a week after date of issue.



The sale of an electric toaster may be the result of a casual purchase but the customer may develop a buying habit for electrical appliances if shown the value and convenience of using the electric outlets in her home to lighten labor.

## Changing Casual Buying into a Buying Habit

(Continued from page 440)

there does exist a certain saturation point which means profitable business and service to the user. Overloading is inclined to deaden public taste. Casual underbuying can only be changed into a steady buying habit when sales are stimulated.

In the electrical appliance industry, for example, the purchase of an electric toaster may be a bit of casual buying; the chance sale of a single isolated unit. It is when the central station showroom or electrical dealer sells the customer the idea that electric outlets are service stations for other electrical appliances that the casual sale can often be turned into a buying habit. Likewise electric light bulbs. Thousands of people never think of buying them until a bulb gives out and must be replaced—which means a casual sale. Thousands could be sold on the idea of buying a supply regularly to keep on hand. Doubtless rubbers could be moved faster by the progressive merchant advocating the purchase of an additional pair to keep at the office against a rainy day. It is by educating buyers to be prepared for the sudden emergency or need that steadier buying habits may often be formed with a resultant increase in sales.

With the inventory season over, it might be well to plan how casual buyers may be turned into steady cus-

tomers. Mrs. Brown, who phones the drug store occasionally to send up ice cream for the Sunday dinner, is a casual buyer, but the prompt and courteous service of the druggist may easily develop the ice cream habit and cause the Sunday order to be a regular procedure.

W. Garrett Weisiger, for the past twelve years sales representative in Southern states for Schroeder & Tremayne, Inc., St. Louis, importers and exporters of sponges and chamois, has been made vice-president in charge of Eastern sales with headquarters in Washington, D. C.

Lee Wheeler, who has been representing the company in Ohio, Indiana and Illinois, will succeed him in the South.

Dick Jemison, formerly director of media, markets and research of the United States Advertising Corporation, Toledo, and more recently assistant advertising manager of the *Cleveland News*, has become national advertising manager of the *Ohio State Journal*, Columbus.

J. M. Leslie, a prominent raisin grower of the Del Rey district, has been elected president of the Sun-Maid Raisin Growers' Association, to succeed Ralph C. Merritt.



## The Sales Managers' Bookshelf

(Continued from page 448)

duce maps and plans that he himself made. His journals show that he was a trained observer—of the lay of the land, as might be expected of a woodsman and surveyor, and of the character of the soil as was to be expected from the scientific farmer and successful real estate promoter.

## The Motives of Men

This book, published by Scribner and written by George A. Coe, is not what I hoped it was going to be—a practical description of those human instincts to which are addressed the appeals that are successful in the mass selling. But, in spite of that, it is an extremely valuable and important book.

A solid book, but not heavy. Every copywriter, every salesman who has ever attempted to get something out of modern psychology will read with glee the witty chapter "Has Psychology Undermined Our Self-Respect?" in which the Sphinx interviews a group of psychologists representing each of the varying schools of today.

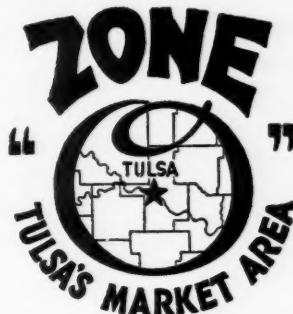
And, if you don't find time to read the whole book, do skim these chapters: "Human Nature in Children," especially for the fact that "childhood is a part of what we still are . . . plasticity has no dead line"; "The Mixed Motives of Business," enumerating the desire for safety, for power, for mastery over others; all of them equally motives in the religious life; "Motives of the Workingman"—inherently the same as the motives of the capitalist; "Economic Production as a Move of Self-Realization"—stressing the "joy of being a producer," as distinguished from the satisfaction of receiving wages and making profits; and "Releases through Cooperative Thinking."

The book is stimulating—especially the early chapters which arraign industrialism as the main factor (far more to blame than the World War) in our disillusionment about ourselves. "Insincerity premeates the whole, in that, though every one is for himself, everybody endeavors to make it appear that what he wants is for the good of others."

Peter P. Carney has become sales manager for the Liberty Dairy Products Corporation, Pittsburgh. Mr. Carney has been connected, in sales and advertising executive capacities, with the Remington Arms Company, the Men-nen Company, and, more recently, with Grand Central Palace in New York.

## Coverage—

Where it is most Effective!



There are more than 1000 Grocery Stores in ZONE "O"—where every other family reads *The Tribune*. ZONE "O" is the FIRST Market in Oklahoma because of its high per capita wealth, compactness, accessibility and thorough coverage by—

## The Tulsa Tribune

EVENING

SUNDAY

Tulsa's Leading Newspaper

G. LOGAN PAYNE CO.  
New York - Chicago - Boston

GEORGE H. PAYNE, Inc.  
Los Angeles - San Francisco

The Y. W. C. A.

## Camps

with attendance of more than

## 100,000 girls

offer you a huge

## Market

for your products

Complete your sales campaign  
and make record sales this year  
through

The "Y" Service of the  
advertising department

## The Womans Press

the official national magazine of  
The Young Women's Christian  
Organization

For complete plan of Services to  
fit your particular product write

Clara Janouch, Adv. Mgr.

## The Womans Press

600 Lexington Avenue  
New York

## An Ideal Market for Everything a Man Wears

READERS of the Rotarian . . . 135,000 leading business and professional men . . . spend, conservatively, at least 67½ millions of dollars annually for the things they wear. And many of these men have sons, which makes this rich market even more interesting.

No other general media gives you an opportunity to reach such a high class clientele so effectively, with an intimate personal appeal.

Remember, too . . . there are many thousands of our dealers who would be interested in and appreciative of your cooperation in helping them to sell their merchandise to this group of influential men.

Detailed information concerning THE ROTARIAN will interest you. Your inquiry will bring a quick response.

Two-Color Inside Pages—Four-Color Process Covers Available in March and subsequent Issues, at Small Extra Cost.

## THE ROTARIAN

211 W. Wacker Drive - Chicago

—The Magazine of Service—

7 W. 16th St.,  
New York

Pickering Bldg.  
Cincinnati



## Do Premiums Sell Coffee? (Yes)

(Continued from page 432)

We use chicory because we believe that it makes our coffee better. Believing that, and backing up our belief by producing that kind of coffee, we are faced with the problem of educating the public that chicory really belongs in coffee.

"If we resorted merely to the pushing our product, with no special inducements for a person to test our claims, we would find it difficult to induce a person to break away from a coffee he or she has been using probably for years, just to try ours. But if we have a special inducement that makes a housewife realize she can afford to give us a trial, even though she doesn't use the coffee, then we have a practical appeal.

### Getting Dealer to Change

"The same general idea applies to the dealer. When our salesman walks into a dealer's establishment and merely announces that he wants to show him our line of coffees, he probably is not interested, especially if he has never handled our products and is satisfied with the lines he does handle. As a matter of fact, it is difficult for the salesman to show the dealer exactly why he should change, unless it is to meet consumer demand; and that is where our premium proposition adds weight. It helps our consumer advertising create that demand."

As Mr. Graves outlines the firm's sales talk, when a salesman enters the store of a dealer who does not carry the company's coffee he opens by "selling" the merchant on the premium currently offered. It may be a cup and saucer set, a serving tray or perhaps a damask tablecloth—a strong-pulling premium.

"Mr. Franks," the salesman opens, "I have an article here that will bring new customers into your store and keep old customers coming in. I know that it will do so, because it has done it for other grocers." He then opens a box and reveals the premium. "We give you this damask tablecloth, guaranteed to be worth four dollars and fifty cents retail; and you give it to your customers for only a dollar ninety-eight, plus three coupons from our coffee package."

Then, having the prospect's attention, the salesman goes into his proposition. With every three pounds of coffee, he explains, the company gives the dealer a tablecloth, neatly boxed, ready for delivery to a customer. In every pound of the com-

pany's coffee there is a coupon; and three of these entitle the customer to a tablecloth, if the customer will pay the grocer the cost price of \$1.98.

The company's leading sellers are a one-pound and a three-pound can. The salesman pushes for an order of 100 of the smaller cans, giving the grocer 100 coupons and 33 premiums. Getting that order, he then points out the advisability of having on hand a supply of the larger cans, stressing that because it requires only three coupons to get the tablecloth, many women will want the three-pound lot in order to get the premium at once. Thus he suggests three dozen of the larger cans.

By working the premium appeal in this manner, Mr. Graves points out that the company has been able to elevate the size of its average new account to 208 pounds of coffee instead of only 24, 36 or 48 pounds. The combination gives the salesman some definite amount at which to aim, and by the use of the premium tie-up he finds it comparatively easy to raise the order to that figure.

### Push Three-Pound Can

"We especially push the three-pound can," Mr. Graves says, "because we find that if we can get a housewife to purchase as much as three pounds of our coffee she will use it because it is too much to throw away, even though she may not like it the first time she tries it; and if she uses three pounds she will like it well enough at the end of that time to go back and buy more.

"But we do not depend entirely upon the housewife's own initiative to go back and call for another three-pound order of our coffee. There may be a chance that she will go back to the brand she dropped to try ours. So we have another premium offer by this time that she most likely will want. Liking our coffee by now anyway, she naturally wants that new premium, and she goes back, buys another three-pound can, gets the coupons and the other "premium. We change our premium offer practically every month, keeping on hand enough of the former offers to supply the demand for some time to come."

And that demand sometimes is long drawn out. In 1912 the company offered a dinner set as a premium. Even now, Mr. Graves declares, the firm gets an average of an order a week from consumers, enclosing their

six coupons and 84 cents for this dinner set!

There naturally arises the question of discount where a dealer thinks that he does not want to bother with the premiums. In such a case the company offers him 5 per cent off, but practically none take it, because they find that without the premiums their customers go to their competitors to cash in the coupons from the coffee the first-named dealers sold them, and may remain there as customers. The company sells no coffee without coupons in the can. If dealers do not have the premiums, the consumer may mail her coupons direct to the firm.

"We have had dealers complain that by giving premiums with our coffee somebody must pay more than it is worth," Mr. Graves explains. "We offer the 5 per cent discount to refute any argument in the matter, although the contention is not correct. We usually can make the average dealer see that neither he nor his customer pays any more for the coffee with the premium offer than without.

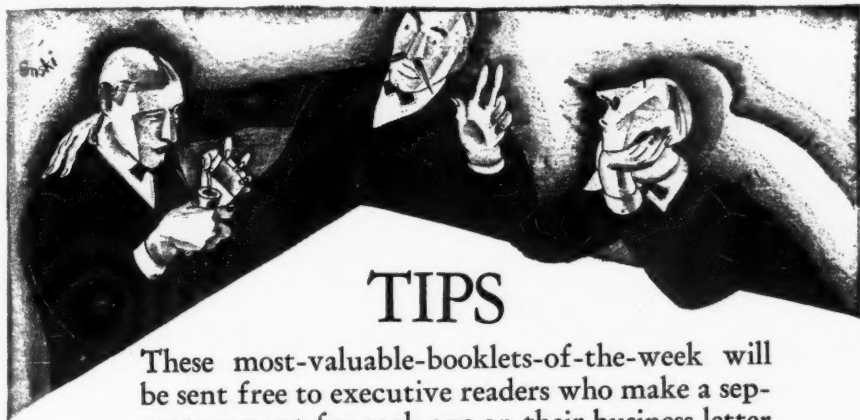
"Although statistics show that the housewife who saves and cashes her coupon actually gets an average of 8 per cent discount on her purchases which carry premium coupons, she does not pay any more than she would for corresponding commodities without premiums. Neither does the dealer pay any more. Neither does the manufacturer. The increased volume as a result of the premiums, like good advertising, pays for the cost of the premiums. Nobody, then, pays for our premiums, unless it may be our competitors."

### Wilkerson Advanced by Globe-Wernicke

O. A. Wilkerson has been elected vice-president and general manager of the Globe-Wernicke Company, Cincinnati. Mr. Wilkerson will continue as president and general manager of Steel Equipment Corporation of Avenel, New Jersey, an affiliated company, and no other executive and no distribution policy changes are involved.

For several years Mr. Wilkerson was sales manager of the Fireproof Furniture and Construction Company.

Walter Boynton, automotive writer, is now on the staff of C. C. Winningham, Inc., advertising and merchandising counsel, of Detroit. Mr. Boynton has served with the Campbell-Ewald Company as contact man for General Motors and was a member of the advisory staff of General Motors.



## TIPS

These most-valuable-booklets-of-the-week will be sent free to executive readers who make a separate request for each one on their business letter heads. Booklets will be mailed by the companies which publish them.

Address Sales Management, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

### Business, General

**1,000 Ways to Cut Costs.** This booklet by Nielsen has more to do with production than sales, but as the two are so closely interallied we think that most readers will get something tangible in return for the few minutes they will spend in reading it.

### Advertising, Modern

**Advertising May Be Modern—and Still Be Readable.** Douglas C. McMurtrie proves it, with many good examples of typographic effects which are fresh and novel but not so freakish as to imperil the sales message.

**Do You Own a Horse?** This is the attention-getting title of a questionnaire which *Time* sent to 10,000 of its subscribers. The 40 per cent returns are analyzed in a report available to our readers. Better than anything else we have seen these eighty questions and their answers tell what the literate public is doing and thinking—about horses and children and motorboats and bicycles and bonds and travel and seventy-four other vital subjects.

### Direct Mail

**Print More, Write Less.** Another of the idea-full folders issued by the makers of Atlantic Bond. This one contains a number of rough layouts of letterheads designed to keep the typewritten part of a letter down to a reasonable length, while at the same time telling a well-rounded sales story. This is accomplished by illustrations and printed text.

**Old Spanish Covers.** The A. M. Collins Company calls this the nearest approach in paper to a luxurious leather binding. The portfolio contains

specially designed covers by Schoonmaker, McKinney, Sisson and Mintzer. This is a beautiful cover stock, superlatively introduced.

### Collections

**Quicker Collections With Less Grief.** A Hammermill survey which analyzes the best experience in coordinating the work of the sales and the credit departments.

### Outdoor Advertising

**Modern Business Necessities.** The essential facts about outdoor advertising—the several types, advantages of each, costs, etc. The booklet is especially noteworthy in boiling a whale of a story down to a very small compass. It deserves a rating of AAA1 on this score alone.

### More Business Awaits You Here

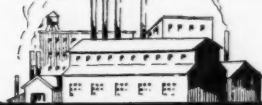
**Just Where Is That Small-Town Market?** With over 200,000 towns in the country, some selection must be made. This is a study made by the International Magazine Company, prepared for the automotive industry, but applicable to the problems of most of our readers.

**Toilet Soaps in the Billionarea.** One of a series of major surveys analyzing the market possibilities of specific products in the St. Louis market. This one is based on 576 personal interviews with retailers, department stores and chain operators. Very thorough.

National Building Publications (the building division of National Trade Journals, Inc.) has appointed Blanchard-Nichols-Coleman to represent the *Architectural Forum* and *Building Age* on the Pacific Coast and at Atlanta.

"Perhaps advertising could help us .....

**BUT WHAT HAVE WE TO ADVERTISE?"**



Manufacturers of products that "can't be advertised" will want to read this executive's story.

**DO** you feel that your product lacks the vital spark of interest that would make it a fitting subject for good advertising copy—that there is no way to apply advertising successfully to your sales?

Then we should like to send you an article, reprinted from a recent issue of *Printers' Ink Monthly*, and written by one of our clients who, in the words quoted above, states the attitude of his company seven years ago.

"We had been twenty-eight years reaching our 1921 volume of sales," his article says. "Since then our sales have nearly tripled and we credit advertising with a large part of this phenomenal growth."

The article tells just how this growth was accomplished, and is brimful of practical information for sales executives—particularly for those who feel that the nature of their product prohibits the effective use of advertising as a sales stimulant.

Any sales manager may have a copy of "How Advertising Tripled the Sales of a Business That Couldn't Be Advertised."

## THE GREEN & VAN SANT COMPANY

A NATIONAL ADVERTISING AGENCY  
First National Bank Building  
BALTIMORE, MARYLAND



## Account Changes

MENASHA PRODUCTS COMPANY, Waxtex, household waxed paper, paper napkins, butter cartons and ice cream pails, to Maurice H. Needham Company of Chicago. Trade papers, women's magazines and direct-by-mail to advertise Waxtex, and packaged paper napkins.

VICTOR TALKING MACHINE COMPANY, Camden, New Jersey, to Lord & Thomas and Logan, Inc., New York.

ART METAL WORKS, INC., Newark, manufacturers of novelty items, including the Ronson Lighter, for which national advertising will be undertaken immediately, to Batten, Barton, Durstine & Osborn, Inc.

MILWAUKEE MOTOR PRODUCTS, INC., Milwaukee, to Arthur R. Mogge, Inc., Chicago. Trade papers and direct mail for "Tru-Way" valve reseaters, "Tru-Way" valve guide facers, oilmeters and Milwaukee timers.

FRANC, STROHMENGER & COWAN, INC., New York, Resilio cravats, to Paul Cornell Company. Magazines and newspapers.

C. P. McDONALD COMPANY, INC., to United Press Associations, New York.

## Industrial Advertisers Plan Export Meeting

A conference on "international relations" as they refer primarily to export selling, will be held at the Department of Commerce Building in Washington, March 28, under the auspices of the National Industrial Advertisers' Association. Executives of industrial companies, advertising managers and editors of business papers and commercial attaches of all foreign governments stationed in Washington, are expected to participate.

Frederick M. Feiker, managing director of the Associated Business Papers, is in charge.

David W. Duffield has succeeded Carl Gazley as advertising manager of Yawman & Erbe Manufacturing Company, Rochester, New York, makers of office appliances. Mr. Gazley has joined the Hookless Fastener Company of Meadville, Pennsylvania, as general sales manager.

R. R. Hiestand, assistant business manager of the *Sunset* Magazine, San Francisco, has opened his own advertising service there.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

### EXECUTIVES WANTED

**SCHOOL SUPPLY SALES**—A modern equipped factory manufacturing their own paper items and carrying a large line of general merchandise used in the schools; is contemplating the placing of a man in their organization to assist in the Promotion of Sales. Well equipped factory as well as a complete Printing Plant.

An opportunity for a young man having some sales management experience in a practical and theoretical way.

All communications held in strict confidence. Address Chas. T. Kurtz, Personal, Kurtz Bros., Clearfield, Pa.

**AN OPPORTUNITY FOR AN UNUSUAL YOUNG MAN:** A business paper published by a House with an international reputation, with an AA No. 1 financial rating, is in the market for a young man who can head up a copy and service department. The purpose of this department will be to study the problems of a particular manufacturer or industry—make a survey that will get the attention of sales managers and the board of directors—and then write copy suited to the demands of the moment. This is no stunt job. The man we select will have a permanent place in a fast growing organization and a future full of promise. If you are anxious to build with an unusually strong and stable organization, write confidentially your qualifications to Box 300 SALES MANAGEMENT, Graybar Building, New York, N. Y. Application will be returned if so desired.

**EXECUTIVES SEEKING NEW CONNECTIONS** and others qualified for salaries of from \$3,000—\$20,000 yearly, find in our confidential service a highly specialized, dignified and effective means of placing themselves; not an agency. Send

name and address for full particulars. J. T. Jennings, Room 306, First National Bank Building, New Haven, Connecticut.

**IF YOU ARE OPEN TO OVERTURES** FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details, R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALES PROMOTION

**\$50 to \$50,000 DAILY SALES DEVELOPED** during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$5 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

**SAVE MONEY** on your printing. Get our prices. Complete campaigns handled. Ideas created. Copy written for booklets, folders, letters, etc., 15 years' experience. Submit your problems for FREE analysis. Answer this advertisement on your letterhead, and we will send you FREE 100 business cards with your name, done in "intography." Correct Printing Company, Center & Grand Sts., New York City.

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## "GIBBONS knows CANADA"

J. I. GIBBONS Limited, Advertising Agents  
 Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.  
 New York Office 2152 Granbar Bldg. Thomas L. Briggs, Manager for United States